

Lake County, Florida



Biennial Budget & Capital Improvement Program

Fiscal Years 2002 and 2003



Board of County Commissioners Lake County

315 WEST MAIN STREET ✶ P.O. 7800 ✶ TAVARES, FLORIDA 32778-7800

Honorable Members of the Board of County Commissioners And Citizens of Lake County

I am pleased to submit Lake County's Biennial Budget for Fiscal Years 2002 and 2003. This is the County's second two-year budget, and it continues our emphasis on sound, long-range planning.

Our government is faced with providing necessary life and welfare services to an ever-increasing population. As happens in most growing areas, Lake County government is placed in the middle as some do not want change – change in the look of our environment, change in our lifestyle, or change in the manner of doing business. Others see change as inevitable or as progress, and welcome it with open arms. Lake County has seen its population grow from 90,000 in the 1980's to over 210,000 in 2001. The challenge for government comes in serving all of our population.

Preserving the past means taking action as we have done to restore the McTureous Memorial Park in Altoona, forever preserving the honor of a Lake County son lost in the war. Preserving our parks and green spaces, preserving our country atmosphere and small town feel does not come without a price. It is important not to lose sight of the dedication and contributions of those who built our County.

Envisioning the future is not that difficult. Lake County should be a safe and healthy community in which our children and families can grow. Our County should have an economic base that provides well-paying jobs so residents can enjoy the quality of life they desire. The County must retain a healthy and strong environment which continues to support wildlife, lakes and streams and an atmosphere of peace and relaxation. Lake County has become innovative and creative in providing services such as new and improved roads and libraries. Grants were acquired to provide prescription assistance and hot meals to homebound and indigent senior citizens, as well as literacy programs. Working with community

agencies and building partnerships with our communities has achieved progress in answering their needs. Increasing the occurrence of national sporting events brings visitor dollars into the community while at the same time offering recreational programs for our residents.

These are just a few of our initiatives for *preserving our past while envisioning the future*. Lake County government will continue to face challenges head-on, be vigilant of the obstacles while planning new programs, and make sound decisions on the use of your investment in Lake County.

The foundation of the budget lies in long-term citizen-driven plans that span years and even decades. Integral components of this planning process were the *1997 Lake County Tomorrow Visioning Report*, the *2020 Transportation Plan*, the FOCUS AREAS of the Lake County Board of County Commissioners, and the County's General Comprehensive Plan for land use, transportation, water resources, open space and other public amenities. We also rely on various appointed boards and committees, citizens, and County staff for recommended prioritization.

This message will provide a summary of the guidelines used in the budget process – the County's Fiscal Tenets, as well as major fiscal policy considerations and other key factors in preparing the budget. The Budget Overview section of this message includes significant changes over the prior year and factors contributing to those changes. Examples of the County's efficiencies and cost-saving measures are also featured.

Finally, a look at current economic conditions and forecasts for Lake County complete the biennial budget picture.

BUDGET IN BRIEF

The adopted budget for Fiscal Year 2002 totals \$269.0 million, a \$17.7 million or 6.9% increase over Fiscal Year 2001. Since, by Florida Statutes, the County may adopt only an annual budget, the Fiscal Year 2003 budget was tentatively approved at \$222.5 million, a \$46.5 million or 17.2% reduction over Fiscal Year 2002.

The countywide property tax rate remained at 5.117 mills, and continues to be the 10th lowest in the State. The countywide ambulance rate was reduced by 3.8% to .5289 mills, and the stormwater rate for citizens in the unincorporated area of the county increased to .3 mills.

Changes From Prior Year's Budget

Several factors contributed to the changes in the budget from Fiscal Year 2001 as noted below:

Personal Services

Except for the new positions mentioned below, personal services increases for the 2-year budget are 4.7% each year for regular salary increases. Including new staff, FY '02 increased 8.9% and FY '03 increased 4.7% over the prior year's expenditures.

As a result of a comprehensive study in 1999 of the fire staffing levels in the County, fifteen firefighter/EMT's were added to address response times in all areas of the County, for a total of \$800,000. Three staff were added to Public Works, including an Engineer III for Impact Fee projects, a Right-of-Way Agent, and a Sign Shop Assistant. Also added were three Landfill Attendants and an Administrative Office Associate. There were no additional positions added to the General Fund.

There are no new positions recommended for the Fiscal Year 2003 budget.

Operating Expenses

Inflation, projected at 2% – 2.5%, as well as a population increase of over 3%, caused a 3.7% increase to the FY 02 operating budget. In addition, certain projects in building maintenance and repairs were not complete by the end of the year and were rebudgeted. In addition, recent State legislation requiring Counties to pay for extended indigent health care costs added \$110,000 to the budget.

The rebudgets are not reflected in the FY 03 budget; a 2% reduction in operating expenses is projected.

Capital Outlay

The major changes in the total budget are in the area of Capital Outlay. With the anticipation of the sunset of the Extra Penny Sales Tax revenue source, most capital projects associated with that source were budgeted for completion in FY 02, accounting for the \$10 million increase. The \$30 million decrease in FY 03 reflects completion of projects in three major areas: (a) Penny Sales Tax - \$14 million; (b) Road Impact Fee projects - \$10 million; and (c) Bonded Revenues for Parks and Recreation - \$4 million.

Debt Service

In Fiscal Year 2003, the final payment will be made on the Sales Tax Refunding Revenue Bonds, Series 1992, accounting for the 159% decrease in the Debt Service Fund. No new debt is budgeted.

Other Costs

The Board of County Commissioners' transfers and funding to the Constitutional Offices: Clerk of Courts, Property Appraiser, Tax Collector, Sheriff and Supervisor of Elections account for \$4 million of the total increase in each of the two fiscal years.

Reserves are expected to increase slightly in FY 02. The major areas that account for the FY 03 \$9 million decrease are: (a) Final payment of the Revenue Bonds - no reserves necessary; (b) Increase in staffing for County Fire Fund – may necessitate assessment increase; (c) Ambulance Fund – regular anticipated drawdown; and (d) Solid Waste Long-Term Capital Projects – for completion of landfill expansion.

BUDGET HIGHLIGHTS

Total Financial Program

The following table and graph represent the total biennial budget by major class category and by fund types. The total financial program decreases in Fiscal Year 2003 as major capital projects are completed.

Biennial Budget – Total Financial Program

	<i>FY 2002</i>	<i>FY 2003</i>
Operating Budget	\$164,146,749	\$157,949,342
<i>Percent Change</i>	4.3%	(37.8%)
Capital Budget	\$66,348,206	\$35,696,197
<i>Percent Change</i>	18.5%	(46.2%)
Reserves	\$38,509,708	\$28,812,392
<i>Percent Change</i>	4.4%	(25.2%)
Total Financial Program	\$269,004,663	\$222,457,931
<i>Percent Change</i>	7.5%	(17.3%)

Biennial Budget – Budget by Fund Type

	<i>FY 2002</i>	<i>FY 2003</i>
General Fund	\$89,203,593	\$88,133,371
<i>Percent Change</i>	4.5%	(1.2%)
Special Revenue	\$103,335,260	\$78,980,993
<i>Percent Change</i>	20.5%	(23.6%)
Debt Service	\$12,088,148	\$4,662,694
<i>Percent Change</i>	(4.9)%	(159.3%)
Capital Projects	\$19,829,294	\$7,166,471
<i>Percent Change</i>	(2.3%)	(63.9%)
Enterprise	\$29,787,454	\$29,315,897
<i>Percent Change</i>	(11.2%)	(1.6%)
Internal Service	\$10,733,270	\$9,999,526
<i>Percent Change</i>	14.6%	(6.8%)
Trust and Agency	\$4,027,644	\$4,198,979
<i>Percent Change</i>	13.2%	4.3%
Total Financial Program	\$269,004,663	\$222,457,931
<i>Percent Change</i>	7.5%	(17.3%)

Personnel

Total full-time positions for the Board of County Commissioners for FY 02 and FY 03 are 666, an increase of 20 over the prior year. In addition, the Office of the Clerk of Courts added 11 positions and the Sheriff increased that office's roster by 15, bringing the countywide total to 1,523.

Capital Improvements Program

The total Capital Improvements Program is \$66.3 million in FY 02 and \$35.7 million in FY 03. Highlights of the capital program are:

Capital Outlay Fiscal Year 2002

- Infrastructure Sales Tax Projects

- ? Renovation (\$1,057,485) of the recently purchased First Union building in Tavares for the Clerk of Courts Recording Division;
- ? Completion of library facilities in Groveland, Astor and Paisley (\$1,585,390) and purchase of a library site in the Citrus Ridge area (\$400,000);
- ? Renovation (\$625,000) of the Tavares Public Health building for a central communications center;
- ? Funding for a new Solid Waste Recycling Center (\$1,500,000);
- ? Final funding (\$1,462,240) of the replacement of chilled water lines between buildings on the Tavares campus;
- ? Final funding (\$3,502,300) for the radio communication/towers project;
- ? Funding for new, State-approved voting machines (\$2,729,825);
- ? Purchase of patrol vehicles (\$752,000) for Sheriff's Office;
- ? Funding (\$2 million) for road resurfacing and widening.

- Projects From Other Funding Sources

- ? Continued funding for local and major street renovations and reconstruction
 - ✍ Gas Tax Dollars (\$4,300,954), including Special Assessments and equipment)
 - ✍ Impact Fee Dollars (\$31,545,643);
- ? Parks and green-space projects (\$3,968,498) using bonded dollars from Pari-mutuel revenues;
- ? Continued funding for fire stations and equipment
 - ✍ Fire Assessments dollars (\$4,051,958) for completion of fire stations at Astor, Bay Lake and Summer Bay, plus fire trucks and equipment
 - ✍ Fire Impact Fee dollars (\$1,441,081) for trucks and equipment;

- ? Funding (\$1,013,650) for stormwater improvements in Lake Minnehaha and Lake Griffin from ad valorem assessment.
- ? Through a grant from the Florida Office of Tourism, Trade & Economic Development (\$372,391), purchase and place three modular buildings to be used as community centers in the Town of Astatula, City of Umatilla and the Paisley Community.

Capital Outlay Fiscal Year 2003

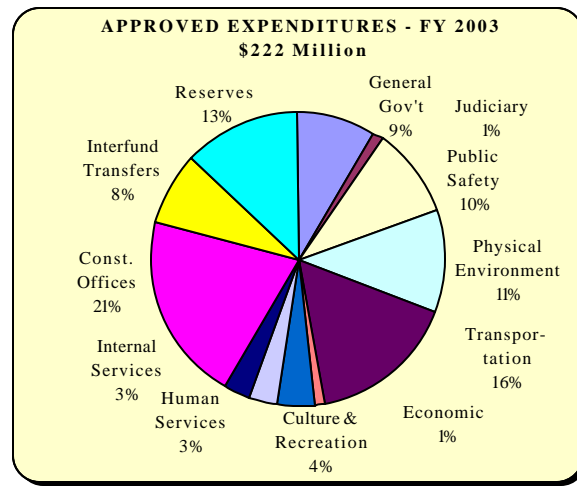
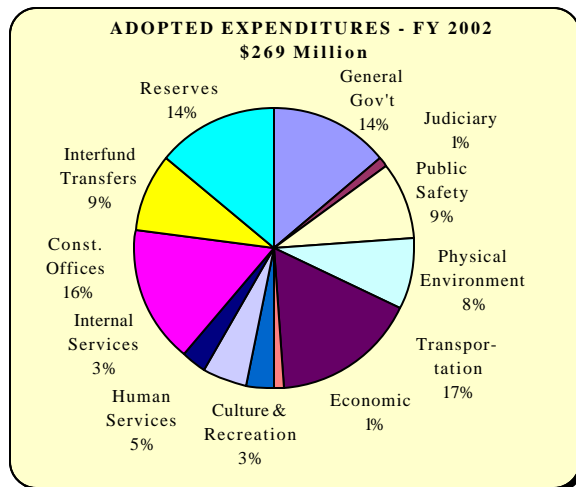
- Infrastructure Sales Tax Projects

- ? Purchase (\$2 million) of property for a South Lake County government complex;
- ? Final funding (\$685,420) for renovation of fairgrounds.

- Projects From Other Funding Sources

- ? Continued funding for local and major street renovations and reconstruction
 - ✍ Gas Tax Dollars (\$3,705,992), including Special Assessments and equipment)
 - ✍ Impact Fee Dollars (\$21,012,427);
- ? Funding from Solid Waste assessments (\$2,002,586) for new Phase IIIA landfill construction.
- ? Funding (\$1,580,000) for stormwater improvements in Lakes Minnehaha, Griffin, Clear, Myrtle, Smith and Sandhill from ad valorem assessment.

WHERE THE MONEY GOES BY TYPE OF PROGRAM



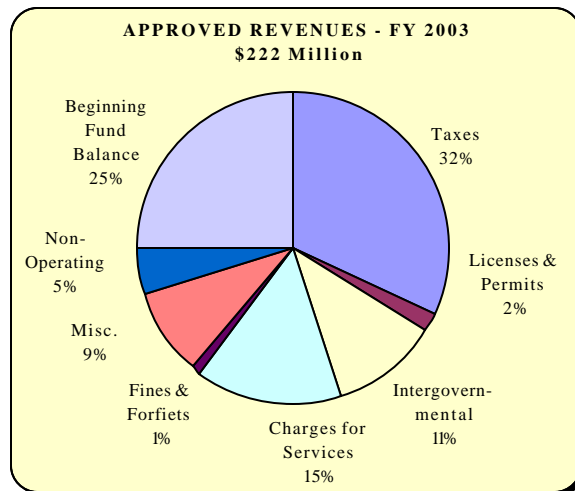
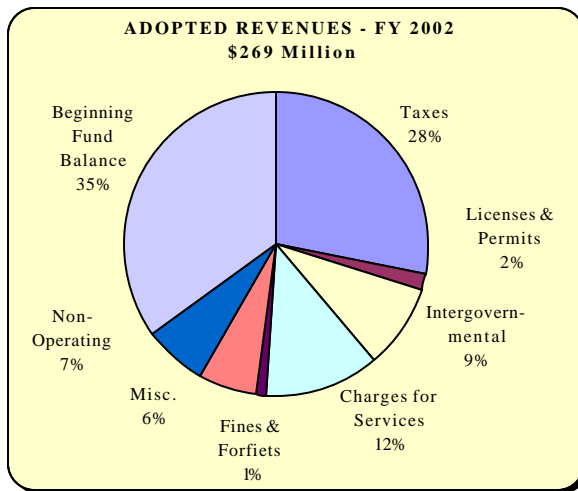
REVENUE CONSIDERATIONS

The County annually adopts fees for services. There were two changes in the County's fee structure for Fiscal Year 2002.

Solid Waste. Assessments increased for disposal from \$90.46 to \$107.50, to assist in an increase in annual payments to the owner of the incinerator.

Fire and Rescue. Assessments increased from \$90 to \$94.50, a 5% increase, consistent with commissioners' long-range plan to provide better response time within the community.

WHERE THE MONEY COMES FROM BY SOURCE OF FUNDS



EFFICIENCY IMPROVEMENTS AND COST-CUTTING MEASURES

Lake County makes an ongoing effort to improve the efficiency and effectiveness of services, such as developing methods of reducing the cost of services and preventing cost increases (cost avoidance).

As part of an ongoing effort to identify efficiency enhancements, Departments were asked to reduce proposed operating budgets on two separate occasions. The result was an overall reduction in operating expenses for FY 02 of \$2,576,939 and an additional \$1,246,292 in FY 03.

In addition, the Information Technology staff and the Fleet Maintenance staff were directed to provide guidelines for replacement computers and vehicles. By extending the useful life of these capital items, \$50,000 was eliminated in the two budget years.

Also, the Sheriff's office renegotiated the pay telephone contract, resulting in an additional \$300,000 per year in revenues.

Our citizens have helped hold down costs by volunteering thousands of hours to provide additional front-line support and assist with special projects. At the Lake County Welcome Center and the Horticultural Learning Center alone, more than 8,000 hours were donated with a total estimated value of more than \$105,300.

BUDGETING FOR RESULTS - PERFORMANCE ACCOUNTABILITY

Early in the budget process, Commissioners adopted four Focus Areas along with specific goals in each area, as guidelines for the two-year cycle. The broad categories of the Focus Areas are:

- I. Promote Sustainable Environment
- II. Strengthen Economic and Cultural Base
- III. Nourish Communities
- IV. Increase Citizen Confidence

As part of the budgeting process, each Department is responsible for submitting program performance goals and related target measures for accomplishing the goals. After extensive research on best practices in both the private and public areas, Departments set goals, along with action steps, which directly link to the Board's major Focus Areas.

The framework is highly focused on performance accountability, and emphasis is placed on four major areas:

- ✍ Customer Service
- ✍ Financial Consideration
- ✍ Internal Efficiency
- ✍ Employee Education and Training

To complete the accountability link, each employee has an individual goal for the year that relates to one of the Departmental program goals.

COUNTY'S FISCAL TENETS

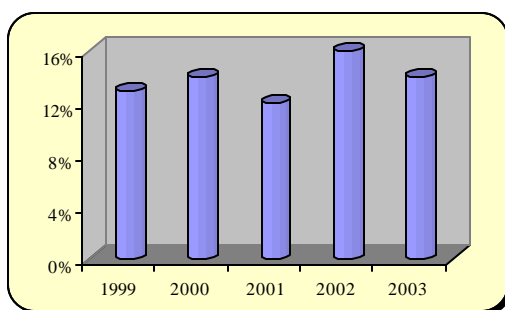
In January, prior to beginning the budget process, County Commissioners, the County Manager, and Department Directors held a fiscal retreat to adopt fiscal tenets, or guidelines, which would become Staff's direction for budget submittals of goals, objectives, and dollars. The following fiscal guidelines were adopted and incorporated into the biennial budget:

Keep the countywide millage rate at the current level. The countywide tax rate is \$5.117 for each \$1,000 of assessed value of property, which was the same rate for Fiscal Year 2001.

Current revenues will be sufficient to support current expenditures. This objective was substantially met in each of the County's 44 operating funds through a series of budget cuts, totaling nearly \$2 million for FY 2002 and \$1.3 million for FY 2003, subsequent to the initial baseline budget requests. A few funds, however, have a planned drawdown of fund balances for one-time expenditures, primarily for capital projects.

The General Fund will maintain a contingency sufficient to support emergencies and unforeseen circumstances. The following chart illustrates the stability of the General Fund reserves for five fiscal years.

**General Fund Reserves
As a Percent of Operating Expenditures**



The County will provide sufficient maintenance and replacement dollars to ensure facilities and equipment are properly maintained. To ensure that capital facilities are maintained requires not only dollars for capital expenses, but also a strong preventive maintenance program. **Seven (7) cents** of every dollar of the General Fund budget is set aside

to maintain the nearly 100 buildings owned by Lake County citizens. In addition, a rigorous fleet replacement and computer replacement program was implemented in Fiscal Year 2002, ensuring strict economical purchasing standards and saving the taxpayers more than \$50,000.

Maintain a competitive compensation and benefits package. Phase One of a salary study was implemented in Fiscal Year 2001, which brought each employee of the Lake County Board of County Commissioners to at least the minimum of their established pay grade. The final phase will be implemented in Fiscal Year 2002: a merit plan for salary compensation based on the mid-point of the salary range will bring staff salaries to a competitive market value more quickly.

With these basic tenets as a guide, the following major budget policy directions were followed during the budget preparation.

MAJOR POLICY CONSIDERATIONS

Choices for budget appropriations were made within the context of the County's long-range financial plan, comprehensive financial policies, debt management plan, and strategic planning process.

Long-Range Financial Plan

By submitting budgets for two subsequent years and a third pro forma year, the County will be able to continue to strengthen reserves – funds set aside for economic stabilization, infrastructure replacement, liability claims, and other special needs. In addition, by establishing a 5-year Capital Improvements Program, the County is able to plan for infrastructure needs such as roads, office space, parks and libraries.

Comprehensive Financial Policies

We continue to follow our comprehensive financial policies and procedures with this budget. These encompass the sound financial management principles promulgated by the Government Finance Officers' Association, the International City Management Association, independent bond credit rating agencies, the County Manager, and the Budget Division and County Finance Department staff. Adoption of sound financial policies demonstrates to the public, the credit rating industry and prospective investors (bond buyers), the County's commitment to preserving Lake County's fiscal integrity.

Debt Management Plan

In deciding the type of debt to issue and when, the County first considers all financing alternatives, then determines whether there is adequate revenue coverage to repay the debt. The County also ensures that the term of the debt does not exceed the useful life of the assets financed and that sufficient debt service reserves are maintained. The County's annual debt obligations are fully funded in this biennial budget.

In 1992, the County issued \$35,995,000 in bonds to advance refund \$32.5 million of outstanding 1987 Sales Tax Revenue Bonds using Infrastructure Sales (Extra Penny) Tax as the first revenue pledge. The bond is rated Aaa by Moody's Investors Service and AAA by Standard and Poor's Corporation. These ratings are the highest assigned by the respective services, and denote that Lake County's capacity to meet its financial commitment is extremely strong. The final maturity on this issue is Fiscal Year 2003. No new debt is budgeted for Fiscal Years 2002 or 2003.

Strategic Planning Process

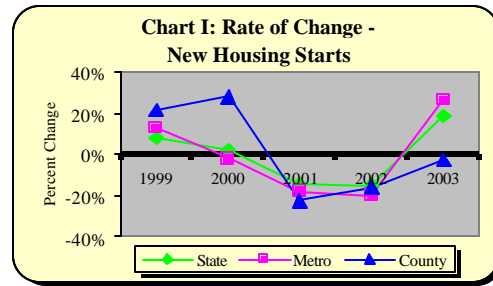
For several years, the major impetus of the Board of County Commissioners has been long-range, strategic planning particularly in the areas of "smart growth" as it relates to land development regulations, county infrastructure such as roads and bridges, and county government buildings. In addition, Commissioners recognize the changing age groups in our growing population, and have addressed issues such as parks, community centers, and services for the elderly.

In response to these issues, during the spring of 2001, the Board adopted the Focus Areas for the Biennial Budget and listed specific goals addressing the citizens' concerns. The budget links the funding for these programs to measurable departmental goals and objectives.

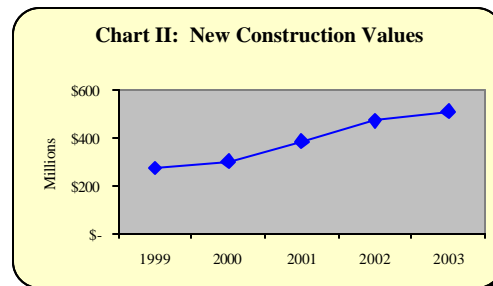
ECONOMIC CONDITIONS

A final, but very important, consideration in the budget process is the assessment of the economic outlook for the nation, the State of Florida, and Lake and surrounding counties. Throughout the spring and summer of 2001, the nation experienced an economic slowdown and the budget was prepared with this information in mind. The budget was adopted during September, when the nation's economy was in turmoil because of terrorist attacks and other negative economic indicators. As the months progress, the Budget staff will continually monitor the economic

and revenue situation and recommend any required action.



The first chart looks at the rate of change in new housing starts. Lake County out-paced the State and surrounding Counties in 2000, creating opportunities for future growth in the commercial and industrial industries. New housing starts are expected to be slower than those in the surrounding Counties during Fiscal Year 2003.



The assessed taxable value for new construction continues to climb, indicating strength in the commercial area. Chart II reflects the projections of continued growth in this area.

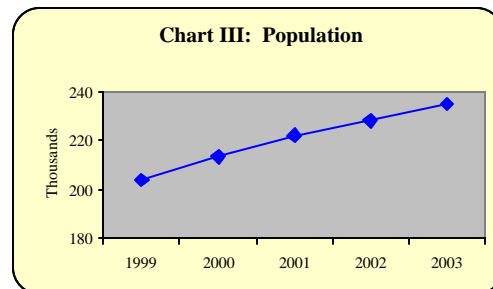
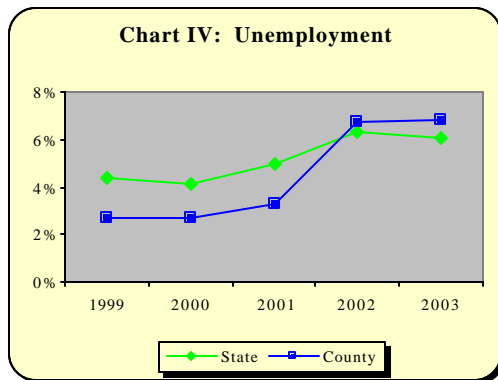


Chart III shows a minimum of a 10% growth in population over the five-year period.

The fourth chart indicates a projected spike in the unemployment rate higher over the next two years. This area may affect the social services side of the budget, and will need watching closely.



ACKNOWLEDGEMENTS

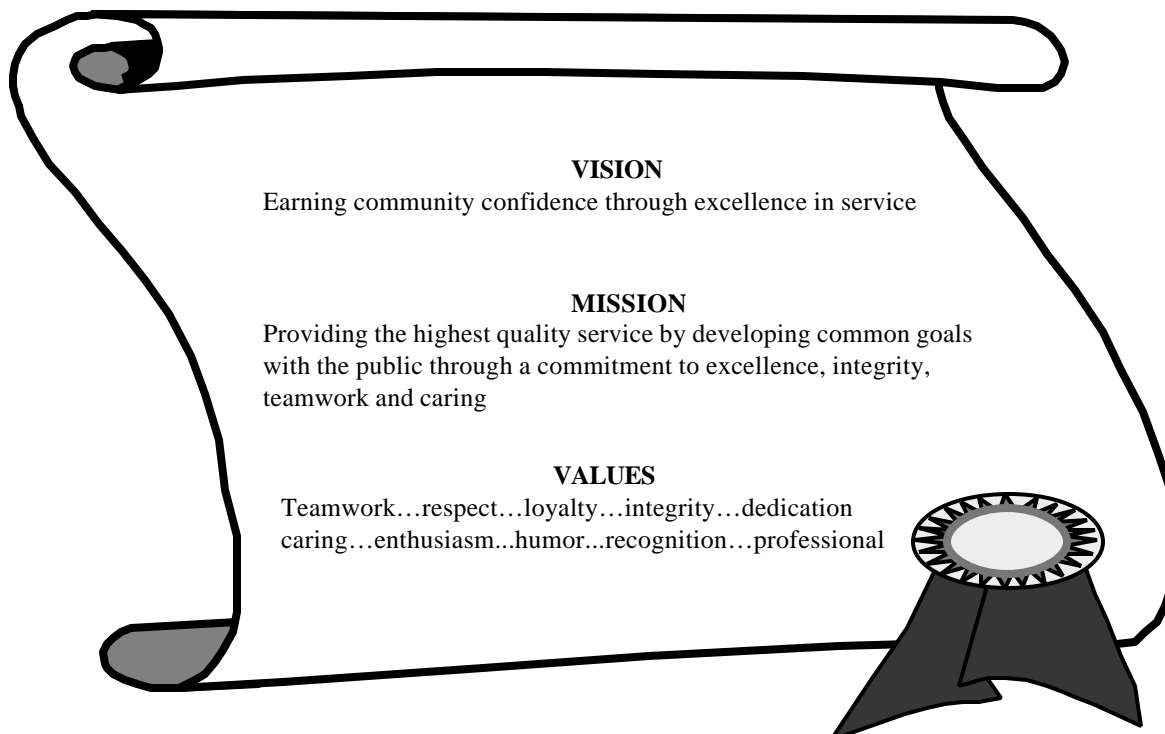
In April, when I was asked to serve as Interim County Manager, I failed to appreciate the enormity of the job. Since then, I have learned much about county government and have been involved with the Commissioners, County employees and the public in very different ways than I was accustomed. Perhaps one of the most daunting tasks that I faced was making a budget recommendation to the Board of County Commissioners. Consider this task in context – my budget cost center is one of the smallest in the County, and I usually left the entire process to my assistant.

I could not have accomplished any part of this budget without a great deal of help. All the Constitutional Officers were very cooperative with special help coming from the Property Appraiser and Sheriff's offices with their early estimates on revenue and budgets. The County Departments spent many hours in preparing their budget requests and enduring an endless stream of questions from me as I reviewed the budget. And, of course, the County Budget office has worked tirelessly to accommodate my requests even when I changed my mind several times.

The adopted biennial budget reflects the Commissioners' policies of preserving Lake County's strong financial position by maintaining strong fund balances and reserves, attracting and retaining high quality staff with highly competitive salaries and benefits, and making decisions within the context of our long-range financial capacity. We continue to meet the needs of our community at the lowest possible cost to our citizens.

Respectfully submitted,

Sanford A. Minkoff
Interim County Manager



Preserving the Past...

Envisioning the Future



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Budget and Financial Policies
Budget Process and Calendar
Accountability and Focus Areas
Components of Total Financial Program
Revenue and Expenditure Summaries
Fund Summaries
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COUNTY'S ORGANIZATIONAL UNITS

The County's organizational units are mandated by the Florida State Chart of Accounts and are as follows:

The accounts of the County are organized on the basis of **funds**, each of which is considered a separate accounting entity. The County maintains a budget for 44 separate funds. The operations of each fund are accounted for with a separate set of self-balancing accounts that comprise its revenues and expenditures, or expenses, as appropriate. Government resources are allocated to and accounted for in these funds based upon the purposes for which they are to be spent and the means by which spending activities are controlled.

Departments are responsible for carrying out a major governmental activity, such as emergency or solid waste management services.

A department is comprised of one or more unique **divisions** to further define a service delivery, such as the Animal Control Division of the Department of Emergency Services.

A **section** (sometimes called a **cost center** or a **program**) divides specific responsibilities within a division, for example, the Shelter Program and the Field Operations Program within the Animal Control Division.

BUDGETING BY FUNCTION

Presentation of the operating budget is also structured by Functions which delineate budget expenditures in terms of broad goals and objectives. Major functions include: 1) General Services, 2) Public Safety, 3) Physical Environment, 4) Transportation, 5) Economic Environment, 6) human Services, 7) Culture and Recreation, and 8) Court-related Expenditures.

Functions are mandated by the Florida State Chart of Accounts, and may transcend specific fund or departmental boundaries in that a function encompasses all associated activities, regardless of fund or department, directed toward the attainment of a general goal or objective.

FINANCIAL STRUCTURE

Governmental Fund Types

General Fund - The General Fund is the general operating fund of the County. All general tax revenues and other receipts that are not required either legally or by GAAP to be accounted for in other funds are accounted for in the General Fund. General operating funds of the Clerk Courts, Property Appraiser, Sheriff and Tax Collector are held and accounted for by each respective Constitutional Office. Funds transferred to these offices from the Board's General Fund are reported in the Constitutional Offices section of this document.

Special Revenue Funds - Special Revenue Funds are used to account for the proceeds of specific revenue sources (other than major capital projects) that are legally restricted to expenditures for specified purposes. Lake County maintains twenty-nine Special Revenue funds.

Debt Service Funds - Debt Service Funds are used to account for the accumulation of resources for, and the payment of general long-term debt principal, interest, and related costs. The County's budget includes two Debt Service funds

Capital Projects Funds - Capital Projects Funds are used to account for financial resources to be used for the acquisition or construction of major capital facilities. There are two Capital Projects funds in the total budget.

Proprietary Fund Types

Enterprise Funds - Enterprise Funds are used to account for operations that are financed and operated in a manner similar to private business enterprises. The intent of the governing body is that the costs (expenses, including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges. Lake County's four Enterprise funds are all associated with solid waste management.

Internal Service Funds - Internal Service Funds are for the financing of goods or services provided by one department or agency to other departments or agencies of the governmental unit, or to other governmental units, on a cost reimbursement basis. There are three Internal Service funds.



Fiduciary Fund Types

Trust Funds - Trust Funds are used to account for assets held by the County in a trustee capacity or as an agent for individuals, private organizations, other governments, and/or other funds. The County budgets three Trust Funds.

MEASUREMENT FOCUS

Governmental Fund Types are accounted for on a “spending” or “financial flow” measurement focus. This means that only current assets and current liabilities are generally included on the balance sheets. Accordingly, the reported undesignated fund balances (net current assets) are considered a measure of available, spendable, or appropriable resources. Governmental Fund Type operating statements present increases (revenues and other financing sources) and decreases (expenditures and other financing uses) in net current assets.

Proprietary and Fiduciary Fund Types are accounted for on an “income determination” measurement focus. Accordingly, all assets and liabilities are included on their balance sheets, and the reported fund equity (total reported assets less total reported liabilities) provides an indication of the economic net worth of the fund. Operating statements for Proprietary Fund types (on an income determination measurement focus) report increases (revenues) and decreases (expenses) in total economic net worth.

BASIS OF ACCOUNTING AND MEASUREMENT FOCUS

Except for the Enterprise Fund, Lake County develops the revenue and expenditure/expense estimates contained in the annual budget in accordance with Generally Accepted Accounting Principles (GAAP). The budget for the Enterprise Fund is prepared on an annual basis and is in conformance with GAAP, except that capital outlay expenses are budgeted for management purposes and subsequently recorded as fixed assets at year end. In addition, depreciation expense is not budgeted.

Because the revenue and expenditure/expense estimates are based on GAAP, it is important for the reader to have an understanding of accounting principles as they relate to these estimates. The following is a brief overview of the measurement focus and basis of accounting.

All Governmental Fund Types are accounted for using the modified accrual basis of accounting. Under the modified accrual basis, revenues are recognized when they become measurable and available as net current assets.

Primary revenues, including property taxes, special assessments, intergovernmental revenues, charges for services, rents and interest are treated as susceptible to accrual under the modified accrual basis. Other revenue sources are not considered measurable and available, and are not treated as susceptible to accrual. Expenditures are generally recognized under the modified accrual basis of accounting when the related fund liability is incurred. Exceptions to this general rule include: (1) principal and interest on general long-term debt which is recognized when due; (2) accumulated sick pay and accumulated vacation pay, which are not recorded as expenditures until paid; and (3) certain inventories of supplies which are considered expenditures when purchased.

All Proprietary Funds are accounted for using the accrual basis of accounting. Their revenues are recognized when they are earned and their expenses are recognized when they are incurred.

Fiduciary Funds are accounted for on the modified accrual basis.

RELATIONSHIP BETWEEN BUDGET AND ACCOUNTING

During the year, the accounting system is maintained on the same basis as the adopted budget. This enables departmental budgets to be easily monitored, monthly, via accounting system reports. Accounting adjustments are made at fiscal year end to conform to GAAP.

The major differences between this adopted budget and GAAP for **Governmental Fund Types** are:

a) encumbrances are recorded as the equivalent of expenditures (budget) as opposed to a reservation of fund balance (GAAP); (b) certain revenues and expenditures, (e.g. Compensated absences) not recognized for budgetary purposes are accrued (GAAP).

Enterprise Fund differences include: a) encumbrances are recorded as the equivalent of expenditures (budget) as opposed to a reservation of fund balance (GAAP); b) certain items, e.g., principal expense and capital outlay are recorded as expenditures for budgetary purposes as opposed to adjustments of the appropriate balance sheet accounts (GAAP); c) depreciation is recorded as an expense (GAAP) and not recognized for budgetary purposes.

**STRATEGIC BUDGET INITIATIVES**

The purpose of Lake County's Strategic Financial Plan is to establish the framework for overall fiscal planning and management. The initiatives and policies set forth guidelines for current activities and long-range planning, and enable decision-makers to formulate measures which can ensure the long-term financial stability of the County.

STATUTORY REQUIREMENTS OF A BALANCED BUDGET

Chapters 129 and 200, Florida Statutes, govern the County's annual budgetary process. These Statutes require that the County prepare, approve, adopt and execute an annual budget for such funds as may be required by law or by sound financial practices and generally accepted accounting principles. The budget shall control the levy of taxes and the expenditure of money for all County purposes during the ensuing fiscal year. Other provisions include:

- ☐ A budget shall be balanced, and adopted by the Board of County Commissioners.
- ☐ The revenues of the budget shall include 95 percent of all receipts reasonably to be anticipated from all sources, including taxes to be levied.
- ☐ The appropriations of the budget shall include itemized appropriations for all expenditures authorized by law, contemplated to be made, or incurred for the benefit to the County during the year and the provision for the reserves as follows:
- ☐ Provision may be made for contingency reserves not to exceed 10 percent of the total budget. A reserve shall be established for a cash balance to be carried over for the purpose of paying expenses from October 1 of the ensuing fiscal year until the time when the revenues for that year are expected to be available. This reserve may not be more than 20 percent of the total receipts and balances of the budget.

OPERATING BUDGET POLICIES

- ☐ Current General Fund Revenues Are Sufficient To Support Current Expenditures. Ongoing operating costs should be supported by ongoing, stable revenue sources. Consequently, cash balances should be used only for one-time expenditures, such as unanticipated emergencies and projects.

Status: *Fiscal Year 2002 estimated revenues will be equal to actual operating expenditures, less expenditures carried forward from the prior year.*

- ☐ Revenues and operating expenditures will be projected for the next three years and will be updated annually. The County has determined that a realistic approach to projecting long-range revenues and operating expenditures is a three-year budget estimate from department staff. Five-year trends are projected by the Budget Division staff but are for management review only and are not part of this budget document.

Status: *Fiscal Year 2002 begins the County's second biennial budget cycle.*

- ☐ The County will maintain all its physical assets at a level adequate to protect the County's capital investment and to minimize future maintenance and replacement costs. Funding will be provided annually for refurbishing of County-owned assets consisting of, but not limited to, buildings, parks, streets, curbs, sidewalks and operating equipment on a pay-as-you-go basis. Funding will be provided annually during the budget process within each respective fund responsible for the assets.

Status: *An aggressive maintenance program was initiated last budget year with the assistance of state-of-the-art software scheduling.*



DEBT SERVICE POLICIES

- ❑ Long-term debt will not be issued to finance current operations.

Status: *None issued to finance current operations.*

- ❑ The County will remain fiscally conservative in issuing long-term debt. Long-term debt will not exceed the County's resources for repaying the debt.

Status: *The County has maintained an appropriate mix of bonded debt, short-term borrowings and pay-as-you-go financing in the funding of capital projects. All Fiscal Year 2002 and 2003 capital projects are funded by current year revenues, with one exception: certain parks and recreation projects will be funded by bonded Pari-Mutuel dollars.*

- ❑ **Status:** *Debt Service to Budgeted Revenues: Fiscal Year 2002 2.4%; Fiscal Year 2003 2.9%*

CAPITAL IMPROVEMENTS PROGRAM

- ❑ A Five-Year Capital Improvements Program (CIP) will be developed and updated annually, including anticipated funding sources. The CIP will reflect a consensus of the perceived needs and desires of the community based on a variety of inputs, including community meetings and long-range planning retreats with the Board of County Commissioners.
- ❑ The County will coordinate the development of the capital improvements budget with the development of the operating budget. Future operating costs associated with new capital improvements will be projected and included in operating budget forecasts.
- ❑ Capital projects financed through the issuance of bonds will be financed for a period not to exceed the expected useful life of the project.

Status: *Please refer to the Capital Improvement Program section of this document for a detail of the CIP.*

RESERVE POLICIES

- ❑ **General Fund.** The County will continue its healthy financial reserve position. Fund Balance coverage for the General Fund will be maintained at approximately 2 months (16%) of General Fund expenditures.

Status: *For Fiscal Year 2002, total reserves are equal to 16% of expenditures.*

- ❑ **Contingencies.** Each fund will provide, on an annual basis, funding from which appropriations may be made to meet minor, additional needs not specifically provided for in the current operating budget. For the General Fund, the Contingency should be at least \$650,000. Other funds should maintain a combination of contingencies and other reserves sufficient to ensure adequate ongoing operations.
- ❑ **Excess Cash Carryforward Policy.** In an effort to maintain adequate reserves to offset increases in ad valorem taxes in the General Fund, the Board adopted a policy of setting aside the difference between the budgeted cash balance forward and the actual cash balance forward as determined after the County's annual audit. This amount, which is placed in a Special Reserve, is usually not determinable until March of the budget year. Formal action by the Board is required to appropriate and release the funds from this Special Reserve.

Status: *The Special Reserve account in the General Fund for Fiscal Year 2002 is budgeted at \$2,747,634, which represents 22% of the total General Fund reserves.*

Status: Please refer to pages 44-47 for a detailed analysis on the reserves of the County's major funds.



BUDGET PROCEDURES - CONSTITUTIONAL OFFICES

Chapter 129, Florida Statutes, requires that on or before June 1 of each year, the Sheriff, Clerk of Courts, Property Appraiser and Supervisor of Elections shall each submit to the Board of County Commissioners a tentative budget for their respective offices for the ensuing fiscal year. The Tax Collector submits his budget to the Commissioners and the Department of Revenue on or before August 1. The budgets of all county officers shall be in sufficient detail and contain such information as the Board may require in the exercise of their powers and responsibilities.

The budgets of the Constitutional Offices are included in the General Fund of the Board as transfers out. Transfers are made monthly to the Constitutional Offices at 1/12th of the budgeted amount. At the end of the year, the applicable budget excess of the Constitutional Offices is transferred back to the Board as excess fees. These excess fees are budgeted as revenues in the General Fund.

In addition, the Board maintains two Special Revenue Funds: the Law Enforcement Trust Fund for the deposit of the proceeds from the sale of confiscated property and the Criminal Justice Trust Fund for the collection of fees from certain criminal cases. These funds may be expended by the Sheriff for certain law enforcement programs upon request to the Board of County Commissioners, and for approved advanced training programs for criminal justice personnel, respectively.

SERVICE DELIVERY AND FINANCIAL STABILITY

Several steps have been taken countywide to ensure our continued financial stability and excellence in service delivery:

- **Financial Forecasting Project.** Each department works closely with the Budget Office to prepare a three-year financial forecasting model to assist management and Commissioners in reaching a balanced annual budget that will most wisely allocate scarce resources for County services. Certain key questions are asked, such as:
 - Based on anticipated revenues, what level of service to our citizens should be provided?
 - What are the long-term consequences of our pay and benefit policies?
 - How will projected economic conditions affect the County's revenue stream?
- **Benchmarking Programs.** This year's budget reflects the departments' venture benchmarking: seeking to become the "best of the best". This venture incorporates the Government Financial Standards Board's (GASB) Service Efforts and Accomplishments Reporting model, and adds to an existing countywide program to assist in public accountability and continuous improvement in the efficiency, quality, and effectiveness of work processes and services. Another driving force is the County's participation in the Florida Governor's Sterling Challenge, which places emphasis on excellence in processes and service. Data is gathered throughout the year, and reports are presented to Commissioners and the citizens on a monthly basis both in written form and on the Internet.
- **Process Review.** As a part of the Sterling Challenge, each department is beginning a process review that is anticipated to lead to cost reductions and streamlining of services. The County's objective is to have more than 50% of the departments involved in this process by the end of Fiscal Year 2002.
- **Limit Mid-Year Adjustments.** This plan has eliminated the circumvention of the normal budget process that could pose a risk to careful long-range financial planning.
- **Review Benefits Program.** Options are explored annually to provide an adequate, competitive compensation package for employees. The County is implementing a pay-for-performance benefit package, and Personal Services for Fiscal Years 2002 and 2003 is budgeted at 4½% of the midpoint of each salary range in order to bring employees' salaries closer to market value.
- **Fiscal Monitoring Procedures.** Under direction of the County Manager, the department directors are responsible for monitoring the budgetary performance of their departments. To assist in this effort, the County Finance Department provides the following reports monthly to each department:



- 1) A monthly budget-to-actual summary report of all revenues and expenditures by department is distributed to management and the Commissioners.
- 2) Revenue and expenditure detail report, including original and amended budget, month-to-date and year-to-date actuals, balances, and percent received/spent for each line item.
- 3) A list of outstanding purchase orders.
- 4) A trial balance.

FINANCIAL REPORTING POLICIES

The County's accounting and financial reporting systems will be maintained in conformance with Generally Accepted Accounting Principles (GAAP), and with current accepted principles and standards of the Government Accounting Standards Board (GASB) and the Government Finance Officers' Association (GFOA).

- ❑ **Status:** *GFOA Certificate of Achievement for Excellence in Financial Reporting and the GFOA Distinguished Budget Presentation Award, including an outstanding rating as a policy document.*

An annual audit of the Board will be performed by an independent public accounting firm, with the subsequent issuance of an audited financial statement.

- ❑ **Status:** *Unqualified opinion by independent auditor.*

OTHER RELEVANT FINANCIAL POLICIES FOR ACCOUNTABILITY AND INTERNAL CONTROLS

Budget Amendment Policy

Chapter 129, Florida Statutes, governs amendments to the adopted budget. This Chapter states that the Board at any time within a fiscal year may amend a budget for that year as follows:

1. Appropriations for expenditures in any fund may be decreased and other appropriations in the same fund correspondingly increased by motion recorded in the Minutes, provided that the total of the appropriations of the fund may not be changed.
2. Appropriations from the reserve for contingencies may be made to increase the appropriation for any particular expense in the same fund or to create an appropriation in the fund for any lawful purpose.
3. A receipt of a nature from a source not anticipated in the budget and received for a particular purpose, including but not limited to grants, donations, gifts or reimbursement for damages, may, by resolution of the Board spread on its Minutes, be appropriated and expended for that purpose.
4. Any changes not included above may be made by resolution or ordinance adopted after a public hearing.
5. Only the following transfers may be made between funds:
 - Transfers to correct errors in handling receipts and disbursements.
 - Budgeted transfers.
 - Transfers to properly account for unanticipated revenue or increased receipts.

Funds Checking Policy

This policy allows the overexpenditure of individual line items (with a few exceptions) within a major object within a cost center. Major object codes are personal services, operating expenses, capital outlay and debt service. Certain operating expenses, such as professional services, legal fees, financial advisor fees, accounting and auditing fees, contractual services, travel and per diem and books, publications, subscriptions and memberships may not be overexpended without approval of the County Manager or his/her designee. Budget transfers under \$25,000 between the various major object codes within a fund by department may be approved by the County Manager or his/her



designee. All other transfers, as well as transfers from reserve accounts, must be approved by the Board. This policy was effective October 1, 1995.

Investment Policy

The Board of County Commissioners first adopted an investment policy in July 1994. This policy was revised in September 1995 to meet the requirements of Section 218.415, Florida Statutes. Effective October 1, 1995, this Section requires local governments to adopt an investment policy, if they choose to invest public funds in other than certain authorized investments. The investment policy includes the following:

- **Safety of Capital:** Safety of capital is regarded as the highest priority in the handling of investments for the County. All other investment objectives are secondary to the safety of capital. Investment transaction shall seek to first ensure that capital losses are avoided.
- **Maintenance of Adequate Liquidity:** The investment portfolio must be structured in such a manner that will provide sufficient liquidity to pay obligations as they become due.
- **Return on Investments:** The County seeks to optimize return on investments within the constraints of safety and liquidity.
- **Diversification:** The investment portfolio must be diversified to avoid incurring unreasonable risks regarding specific security types or individual financial institutions.

Lake County, Florida Board of County Commissioners Investments

Description	Balance 9/30/00	Balance 9/30/01	Variance	Percent Change
Consolidated Investments	\$72,565,715	\$88,477,605	\$15,911,890	21.9%
Pari-Mutuel Bonds	397,730	3,914,017	3,516,287	884.1%
Capital Projects	8,743,537	9,611,312	867,775	9.9%
Escrow Deposits	31,000	31,000	0	0%
Enterprise Funds	317,153	333,888	16,735	5.3%
Total	\$82,055,135	\$102,367,822	\$20,312,687	24.8%



STAFF RESPONSIBILITIES IN THE BUDGET PROCESS

Although each employee plays a role in the budget process, specific staff members within each department are accountable for key budgetary responsibilities. The Budget staff works closely with departmental employees in assisting with matching goals and priorities to available financial resources.

The following responsibilities are detailed:

1. The **budget liaison** is responsible for (a) estimating expenditures and revenues for the current fiscal year; (b) projecting the baseline and enhanced budget requirements for next two years; and (c) coordinating the recommendations of a five-year capital improvement plan along with personnel and operating costs. The **budget liaison** is the division director or his/her designee.
2. The **division director** and the **department director** are responsible for reviewing, modifying and assembling their data into a departmental request package. Budget reduction plans are encouraged. Any innovative ideas for cost savings to be included in the budget should be featured in the package presented to the Budget Office. Each fund must be balanced (total revenues equal total expenditures) and include only those expenditures necessary to support the Commissioners' Focus Areas and tenets.
3. The **department director** also coordinates with staff the departmental performance measures, goals, objectives, and benchmarks, and provides direction as to how to measure and report the outcomes. **Department directors** should evaluate departmental objectives consistent with the Commissioners' Focus Areas.
4. Capital Outlay: Requests for replacement or new equipment must have the signature approval of **Procurement Services** as well as one of the **Internal Service** areas. Coordination among departments and offices will be critical. This year, each department will submit a packet in its entirety to the Internal Service areas, to be reviewed and forwarded to Procurement Services.
5. The **Budget Office** is responsible for (a) reviewing departmental budgets with individual department directors or staff, (b) reviewing the link between budget requests and Focus Areas and their corresponding Action Plans, and (c) compiling data in a concise, useable format.
6. The **County Manager** is responsible for reviewing the budget documents and presenting a countywide plan to the Commissioners no later than July 15 of each fiscal year.
7. The **County Commissioners** review of the County Manager's tentative budget. Commissioners adopt the first year of a two-year budget according to Florida Statutes, and approve the second year of the biennial process.

BUDGET CALENDAR

The biennial budget process allows Commissioners to set goals and program priorities for the coming fiscal year, and for departments to set internal goals based on these early meetings. Long-range plans are considered, and discussions regarding fiscal implications for two-to-five year projects are discussed. Staff estimates a savings of over 5,000 work-hours by adopting the two-year budget process.

Strategic Planning Phase

January-February

In early January, not long after the prior year budget is adopted, Commissioners hold a retreat to identify strategic priorities, issues, and projects impacting the next fiscal year's budget. Commissioners identify key policy issues (Focus Areas) that would provide the direction and framework of the budget. It is within this general framework that departments' requests are formed. In the second year, goals are reviewed and modified, if necessary.

Later, Budget Preparation Manuals are distributed during a meeting with departments, and opportunity for reviewing mid-year revisions and suggestions for streamlining the process occur. Countywide goals and objectives, budgeting guidelines, timelines, and overall fiscal constraints are discussed. A detailed calendar is presented to the Commissioners at this time.

**Financial Capacity/Needs Assessment Phase***March*

Commissioners finalize strategic goals. The Budget staff provide workshops for department and division personnel to provide additional direction for budget preparation. Departments continue to assess current conditions, programs and needs. Examining processes with the idea of streamlining is strongly encouraged. Service level and performance indicators are prepared.

April

Forecasting is an integral part of our decision-making process. Therefore, both current- and long-range projections are prepared. Each department prepares a pro forma for the third fiscal year for both revenues and expenditures, including personnel and capital needs. A five-year capital plan is also formulated.

By the end of April, departments complete two levels of budgets, a “baseline” budget which maintains the current level of service, and a second level - a request for “enhanced” services for the citizens. These two levels are developed for both budget years.

Review/Fine-Tune Phase*May*

During May, each department meets with the County Manager and their Budget Analyst to review the line item budget. Staff is directed to examine ways to cut costs further in order to comply with the Board’s request for the recommended applicable millage and assessment rates.

June

On June 1, the Constitutional Offices submit their final budget to the County. In addition, the assessed property values and the Tax Collector’s budget are estimated. The Budget Office along with the County Manager review each of the departmental budgets, and necessary adjustments are made in formulating the County Manager’s recommended budget.

Public Commentary and Workshop Phase*July*

Pursuant to Florida Statutes, the taxable property values are certified on July 1, and the Tentative Budget is submitted by July 15. Financial information in the budget is presented in summary form and includes performance measures linked to the budget. This provides the opportunity for Commissioners to focus on programs rather than line item details.

During the second and third weeks of July, workshops may be held with the Board to review each department’s and division’s budget. These workshops are designed to provide the Commissioners with an understanding of the needs of the County departments and agencies and to provide an opportunity to add “enhancements” to the County Manager’s baseline budget within available funding.

August

The Tax Collector submits his budget to the Board and the State Department of Revenue. The Property Appraiser mails the Notices of Proposed Property Taxes to the citizens of Lake County.

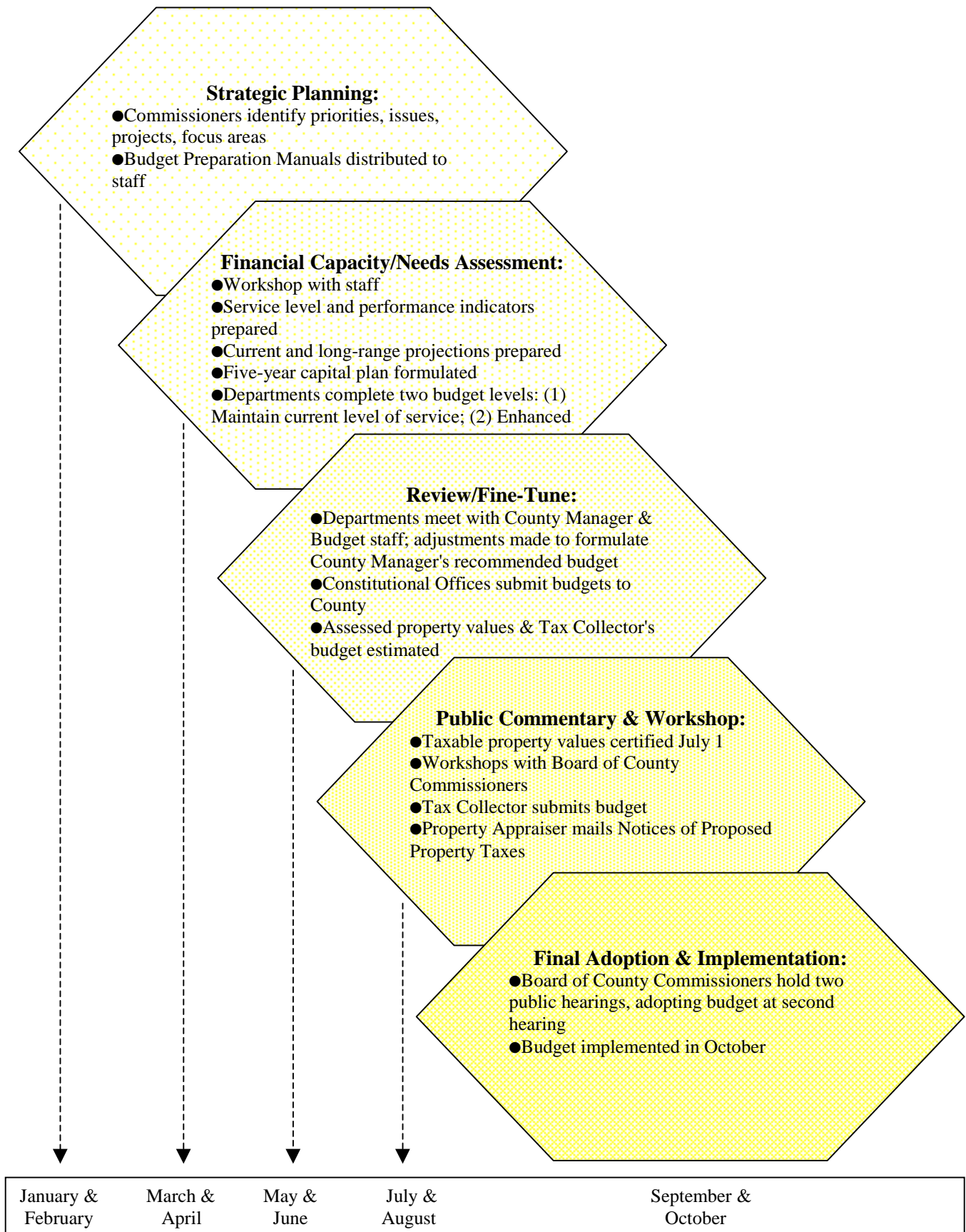
Final Adoption and Implementation Phase*September*

The Lake County Board of County Commissioners holds two public hearings on the millage rate as required by Florida Statutes. Citizens are notified of the time, date, and place for the first public hearing in the Notice of Proposed Property Taxes. That hearing, held the first week in September, sets the tentative millage rate.

A newspaper advertisement notifies citizens of the second (final) public hearing. These public hearings are held to give the taxpayers the opportunity to comment on the proposed budget and millage rate. The budget is adopted by the Board of County Commissioners during the third week in September, at the final public hearing.

October

The budget is implemented and budget adjustments will be made, as necessary, following fiscal policies and guidelines.





Budgeting for Results : Linking Citizens' Concerns to the Budget Process

Fiscal Years 2002 and 2003

The Lake County Fiscal Years 2002 and 2003 biennial budget links specific and direct concerns of its citizens to every aspect of the budget process. Emphasis throughout the process was to link citizens' concerns, the County's mission and vision, Commissioners' Focus Areas, and Departmental, program, and individual performance goals. Dollars were budgeted accordingly to complete the link.

The direction of the Lake County Board of County Commissioners, by unanimous consent, is to "provide the highest quality service by developing common goals with the public through a commitment to excellence." This section of the Budget Document provides the reader with the framework used in the budget process, and defines the way in which staff and departments set goals and measure results based on the link between community needs and the Commissioners' Focus Areas.

In the fall of 1997, citizens from civic groups, non-profit organizations, business, government and the community came together to develop recommendations in shaping the future of Lake County. Over 100 volunteers were trained as small group facilitators, and *Lake County Tomorrow* was formed. Sixty-nine community meetings brought over seven hundred *citizens* together, to voice concerns and make suggestions. Many *citizens* continue to participate at the County level on various boards and committees, and opportunities to address the commissioners in a public forum are provided. County staffers continue to present programs through the budget process which address these concerns.

The Vision and Mission of the County begins with concern for each and every citizen. The County *Vision Statement* answers the question: What is Lake County's most desirable future state? The vision of the County communicates our number one priority, and lends itself to tangible action and tangible measures. The *Mission Statement* answers the question: Why do we exist and for whom? We want to articulate our existence and ensure that everyone has the same understanding of purpose.

The Board of County Commissioners adopted the *Focus Areas* for Fiscal Years 2002 and 2003 to set the direction for the County Departments in fulfilling the vision and

mission. These Focus Areas provide a continuity for staff in creating biennial budget and performance measures. Work priorities and accountability has been established.

During the current budget process, each Department identified at least one departmental *Benchmark*, a project which systematically defines the best systems, processes, procedures and practices. Understanding what level of performance is really possible, and understanding why the gap exists between current performance and the optimum performance, is part of the process. Each benchmark project relates to one of the County's Focus Areas.

Program Goals answer the question: "What is most important to focus on and accomplish in order to fulfill the Mission, achieve our Vision, and best serve our citizens and customers?" *Program Objectives* are developed for each program goal, and become a measurable and quantifiable guidance to short-term planning and allocation of resources. *Program Performance Measures* are quantifiable indicators used to measure the progress against a particular objective in terms of workload, efficiency and effectiveness. *Action Steps* are used as the method of accomplishing the goals. Lake County employees are compensated annually through a pay-for-performance plan in which *individual goals* are set in order to achieve the program goals. Thus, the link is complete, with specific action steps of each of our employees tied directly to citizens' needs. Dollars are allocated to fund program goals and objectives.

Employees attend training classes to further understand and develop this linking process. As a result, more emphasis is now being placed on promoting and measuring efficiency and quality (effectiveness).

The following pages illustrate a sample of the Fiscal Year 2001 program accomplishments as well as 2002 and 2003 program goals, objectives or key action steps for each Focus Area goal. Details will be found in the Departmental Services section of this document, where the reader of this document will be able to cross reference a departmental goal or benchmark project to one of the Focus Areas and County goals on the ensuing pages.



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graph TD; CI([CITIZENS INPUT  
Service on Boards & Committees  
Citizens Academy, Surveys  
www.lakegovernment.com, E-mail  
Direct Contact (with Commissioners,  
County Manager, Staff)]); C([COMMISSIONERS  
Focus Areas]); D([DEPARTMENTS / DIV.  
Program Goals & Objectives  
Program Performance Measures]); PB([PROPOSED BUDGET  
Workshops  
Proposed Tax Levy]); PH([PUBLIC HEARINGS  
Citizens Comments]); AB([ADOPTED BUDGET &  
Final Tax Levy]); CI --> C; C --> D; D --> PB; PB --> PH; PH --> AB; AB --> CI; VS[Vision Statement  
Mission Statement]; IEG[Individual Employee Goals]; VS --> CI_C; IEG --> D_PB; style CI fill:#ffff00,stroke:#000,stroke-width:1px; style C fill:#90ee90,stroke:#000,stroke-width:1px; style D fill:#ffb6c1,stroke:#000,stroke-width:1px; style PB fill:#90ee90,stroke:#000,stroke-width:1px; style PH fill:#ffff00,stroke:#000,stroke-width:1px; style AB fill:#90ee90,stroke:#000,stroke-width:1px; style VS fill:#ffb6c1,stroke:#000,stroke-width:1px; style IEG fill:#ffb6c1,stroke:#000,stroke-width:1px;
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FOCUS AREA I - SUSTAINABLE ENVIRONMENT

Goal: *Maintain a sustainable environment for current and future generations by planning and managing growth areas and the infrastructure needed.*

Outcome: *Provide “Smart Growth” of present and future urban centers while providing our citizens with an adequate and total range of services needed.*

Strategies and Results

FOCUS I (A): Establish intergovernmental and corporate partnerships to provide “Smart Growth” through the planning, building and enhancement of present and future urban centers.

Fiscal Years 2000 and 2001 Results:

- The **Parks and Recreation Division** constructed a ball field at Paisley Park and a playground center at the McTureous Memorial Park.
- Developing the foundation for a new digital Lake County Water Resource Atlas was a major accomplishment for the **Water Resource Management Division**. The Atlas will be a County Internet-based program that will provide real-time water resource data to all citizens with Internet access.
- The **Planning and Development Division** helped to create a community-based plan for the Town of Montverde that will serve as a growth management tool for proposed land uses and future road alignments.

Fiscal Years 2002 and 2003 Program Goals, Objectives or Key Action Steps:

- By September 2002, the **Department of Facilities and Capital Improvements** will complete construction of Phase I of Lake Idamere Park, Twin Lakes Park, and Pine Forest Park.
- The **Facilities Management Division** will implement the management plan for the 263-acre Palatlahaha Environmental and Agricultural Reserve (PEAR) Park by June 2002. This will include establishing a plant nursery and studying the environment of the land to make recommendations regarding its use.
- The **Department of Public Works** will continue to reduce pollutants loading from stormwater runoff into lakes and streams through education, development review, and capital improvement retrofits of existing systems.
- By May 2002, the **Engineering Division** will establish a plan with the Florida Department of Transportation (FDOT) for stormwater retrofit of runoff from U.S. Highway 441 into Lake Gertrude Drainage Basin.
- By August 2002, a partnership will be established between the **Engineering Division** and the St. Johns River Water Management District (SJRWMD) and Orange County for inventory of the Lake Apopka Drainage Basin.
- The **Office of Agricultural Education Services** will implement the current proposal to assist the Department of Environmental Protection (DEP) in land management activities to ensure proper use of natural resources.
- The **Community Development Block Grant (CDBG) Division** will utilize CDBG funds that will address infrastructure deficiencies in low and moderate-income neighborhoods during FY 2002 and FY 2003.



FOCUS I (B): Ensure stability, credibility and confidence among citizenry in our ability to provide adequate and total range of services needed.

Fiscal Years 2000 and 2001 Results:

- The **Waste Management Facilities Operations Division** installed stationary compactors for solid waste at the Lady Lake Drop-Off Center, resulting in a 20% increase in tonnage transported.
- Lake County surpassed the state-mandated recycling rate by recycling 33% of all waste.
- The **County Outreach Development Office** held two nine-week courses for the Citizens Academy. The Academy was given an overall rating of “Excellent” by the 43 citizens who attended.
- The **Special Services Division** of Public Works successfully tested the Emergency Preparedness Plan for hurricane response in Lake County.
- The **Road Operations Division** inventoried 80% of Lake County traffic signs, to include locations and sign-specific information.
- The **Waste Management Division** entered into a new contract for hauling leachate, which resulted in a 16.7% decrease per gallon in the costs of leachate disposal.
- The **Building Services Division** provided eight on-site training sessions for contractors, inspectors, and plans examiners.
- The **Cooperative Extension Service Division** worked in cooperation with agricultural employers to help them comply with federal Environmental Protection Agency (EPA) Worker Protection Standards for pesticides.
- The **Soil and Water Conservation Division** worked to secure funding for the Prescription Water Conservation (PWC) program which will enable the Division to identify sources of water and evaluate the efficiency of its use.

Fiscal Years 2002 and 2003 Program Goals, Objectives or Key Action Steps:

- The **Department of Solid Waste** will fully implement Universal Collection of solid waste in Lake County for the November 2002 tax roll. The Department will also develop and implement a public awareness campaign on proper disposal of electronic products.
- A new recycling facility will be constructed by the **Waste Management Facilities Operations Division** to process increasing quantities of recyclable materials and divert waste to maximize landfill capacity. In addition, the Department will construct the Phase IIC Infill Landfill to provide Lake County with additional landfill capacity to meet the County’s future needs while protecting the environment.
- By August 31, 2002, an Aquatic Plant Management brochure will be published and distributed by the **Special Services Division** for dissemination to schools, social organizations, and other individuals with an interest in Lake County aquatic plant management activities.
- The **Building Services Division** will make permit information available on the Internet by the end of FY 2002 and initialize an Internet permitting process by FY 2003.
- By March 2003, the **Soil and Water Conservation Division** will implement a water conservation program that will allow the Division to act as a mobile irrigation laboratory to evaluate water systems and properly manage irrigation.



FOCUS AREA II - ECONOMIC BASE

Goal: *Maintain an economic base and the infrastructure needed which will allow our citizens the ability to enjoy optimum employment, varied cultural opportunities and a quality standard of living.*

Outcome: *Increase the number of quality jobs and increase and diversify the tax base in Lake County.*

Strategies and Results

ACTION STEP 1: Develop and implement a plan to expand job creation.

Fiscal Years 2000 and 2001 Results:

- The average wage increased from \$10.39 to \$10.90 per hour.
- Lake County created 86 additional jobs during FY 2001 using Jobs Growth Investment (JGI) funds.
- The **Economic Development Office** sold 32 acres in the Lake County Christopher C. Ford Central Park to Home Depot for the development of a 122,000 square foot warehousing and transfer facility.
- The Five-Year Capital Improvement Plan was adopted on an annual basis and approved for the ensuing four years.
- The **Economic Development Office** successfully renegotiated a State Grant Agreement enabling Lake County to retain nearly \$800,000 in grant funding.

Fiscal Years 2002 and 2003 Program Goals, Objectives or Key Action Steps:

- Increase the average wage in Lake County to \$11.10 per hour during FY 2003.
- Attract at least 200 new jobs to Lake County through the JGI program during the two-year period.
- Sell at least 10 parcels of land in the Christopher C. Ford Central Park to new or expanding businesses.
- The JGI Procedure will be amended by September 2002 to simplify the process and to ensure consistency in application.
- By June 2002, in a partnership with EDC of Mid-Florida, a marketing plan for Lake County will be developed and implemented.

ACTION STEP 2: Develop and conduct a Tourism Summit to offer support for and gather input from the industry providers.

Fiscal Years 2000 and 2001 Results:

- A Tourism Summit was held by the **Office of Tourism** during FY 2001 and input from the industry providers was used to revise and update the Tourism Plan.



ACTION STEP 2 (Continued):

- With the continuing partnership with the Central Florida Sports Commission, the **Office of Tourism** brought to Lake County the NCAA Women's Division I Gold Championships, the Junior Olympics, the USA Triathlon National Championships, and the World Disabled Water-ski Championships. From FY 1998 to FY 2000, these sporting events made a \$4.6 million impact to the County.
- Program packages were added to the Tourism section of the County's website to allow Internet users to easily book reservations to Lake County hotels, events, and destinations.
- The **Office of Cultural, Heritage, and Natural Tourism** was established in FY 2001 to build a foundation for ecological, cultural, and historical awareness of Lake County.
- A telephone hotline was created by the **Office of Cultural, Heritage, and Natural Tourism** to provide information to citizens on upcoming activities, performances, and exhibits in Lake County.

Fiscal Years 2002 and 2003 Program Goals, Objectives or Key Action Steps:

- The **Office of Tourism** will continue to revamp their section of the County's website by adding new hotels and events to the program packages, adding special articles to feature upcoming activities, and including sections that will cater to the interests of travel writers.
- By April 2002, the **Office of Cultural, Heritage, and Natural Tourism** will create a database and publish an inventory listing that details all cultural and historical organizations in Lake County for use by the media and citizens.



FOCUS AREA III - NOURISH COMMUNITIES

Goal: *To nourish our communities enabling all residents the enjoyment of an aesthetically pleasing, safe, abundant and healthy lifestyle.*

Outcome: *Provide for the needs of our older population, provide for the well-being of our low income residents and our children, and provide for quality fire, emergency medical, and law enforcement services.*

Strategies and Results

FOCUS III (A): Ensure that Lake County provides for the needs of our growing older population.

Fiscal Years 2000 and 2001 Results:

- The **Veterans Services Division** established an additional outreach site at the Clermont Chamber of Commerce and assisted clients in securing more than \$462,500 in monetary benefits through the Department of Veteran Affairs.

Fiscal Years 2002 and 2003 Program Goals, Objectives or Key Action Steps:

- The **Community Development Division** will provide staff support to indigent care and senior citizen services advisory committees.
- The **Veterans Services Division** will conduct a Veteran Health Fair in FY 2002.

FOCUS III (B): Provide for well-being, both mind and body, of our low income residents and our children.

Fiscal Years 2000 and 2001 Results:

- The **Department of Community Services** provided \$38,239 in utility/rental assistance and \$53,500 for indigent burial assistance during FY 2001.
- The **Community Development Block Grant (CDBG) Division** assisted 288 citizens to purchase prescriptions, and provided 125 homebound seniors with home-delivered meals on weekends.
- The **Library Services Division** established a countywide literacy program for adults and those needing to learn English as a second language.

Fiscal Years 2002 and 2003 Program Goals, Objectives or Key Action Steps:

- The **Housing and Community Development Division** will transition two families annually from Section 8 rental assistance into home ownership.
- The **Children's Services Division** will provide grant writing and technical training to agencies that provide services to children and families.
- The **Social Services Section** will improve the method for qualifying for Fire and Solid Waste assessment payments and increase funding for hardships from \$4,000 to \$70,000.
- The **Library Services Division** will relocate the Marion Baysinger and Citrus Ridge Branch Libraries to permanent locations.



FOCUS III (C): Ensure the provision of quality services for fire, emergency medical services, and law enforcement.

Fiscal Years 2000 and 2001 Results:

- The **Animal Control Division** received the “Outstanding Agency of the Year” award by the Florida Animal Control Association.
- The **Animal Control Division** added a page to the County website entitled “Internet Pets,” which features information about animals that are ready for adoption.
- The **Emergency Management Division** developed a Terrorism Annex to address the roles and responsibilities of all appropriate agencies in the event of a terrorist incident.
- The **Fire and Rescue Division** added Advanced Life Support (ALS) service to three fire stations in the County.
- Seventeen of the County’s firefighters completed intensive medical training, including training on cardiac monitoring, administering medication, and establishing IVs, to attain the position of Firefighter/Paramedic.
- The **Fire and Rescue Division** added 15 firefighter/EMT positions in conjunction with the opening of two 24-hour manned fire stations.
- The **Wireless Emergency 911 (E-911) Division** of the Office of Communications Systems was re-appointed by Governor Bush to the seven-member Wireless 911 Board for the State of Florida.
- Phase I of the Automatic Location Identification (ALI) project was implemented by the **Wireless E-911 Division**, which will provide emergency call-takers with geographic locations of wireless callers.
- The **Probation Services Division** established a vehicle immobilization program for offenders convicted of Driving Under the Influence (DUI) and, in coordination with local law enforcement, established “Intoxilyzer 5000” alcohol testing.

Fiscal Years 2002 and 2003 Program Goals, Objectives or Key Action Steps:

- The **Emergency Management Division** will establish and coordinate the Lake County Terrorism Taskforce to handle all terrorism issues and concerns by November 2001.
- The **Fire and Rescue Division** will complete construction on the South Lake and Astor fire stations by June 2002, and purchase land for the Minneola fire station by September 2002.
- Complete the upgrade of the **Fire and Rescue Division’s** radio communication system by April 2002.
- The **Wireless E-911 Division** will implement Phase II of the ALI project, to allow Public Safety Answering Points (PSAPs) to obtain the call-back number and the location of a wireless user within 125 meters of the actual position.
- The **Probation Services Division** will implement a probation client classification system to identify clients who warrant more intense supervision.



FOCUS AREA IV - INCREASE CITIZEN CONFIDENCE

Goal: *To increase citizen confidence in Lake County government.*

Outcome: *Continue to identify the wants and needs of our citizenry; re-enforce employee commitment to customers and quality services; foster employee well-being, morale and self-worth, improve and enhance services for our customers.*

Strategies and Results

FOCUS IV (A): Continue to identify ways and means of ascertaining the wants and needs of our citizenry and which address the provision of services which affect their quality of life.

Fiscal Years 2000 and 2001 Results:

- The **Office of Human Resources** successfully implemented the Virtual Volunteering Program, which allows individuals to perform volunteer activities away from County premises.

Fiscal Years 2002 and 2003 Program Goals, Objectives or Key Action Steps:

- The **Office of Human Resources** will establish the Internship Program and the Teen Program by August 2002 to coordinate and promote internship and volunteer opportunities available to citizens.
- Shopper and vendor surveys will be conducted at the Farmers' Market by the **Fairgrounds Division** to identify areas for improvement. The target for Customer Satisfaction is at least 95%.

FOCUS IV (B): Focus on procedures, methods, and programs which enforce employee commitment to customers and quality services.

Fiscal Years 2000 and 2001 Results:

- In FY 2001, goals were added to the employee performance evaluation process, thereby giving employees incentives to further their professional goals, their department's objectives, and the County's mission.

Fiscal Years 2002 and 2003 Program Goals, Objectives or Key Action Steps:

- The **County Outreach Development Office** will develop the Quality Focus Group into a quality training and communications tool to further implement the quality criteria in County Departments.
- The **County Outreach Development Office** will conduct Point of Service Surveys (POS) to monitor customer satisfaction, with the objective to maintain at least a 90% satisfaction rate with County programs.

FOCUS IV (C): Establish internal programs which foster employee well-being, build morale, improve employee self-worth and provide for employee involvement through improved communications.

Fiscal Years 2000 and 2001 Results:

- The **Risk Management Division** held safety, health and pre-retirement expositions, initiated the wellness program, and completed hazard communication, and bloodborne pathogen and ergonomics training for County employees.
- The **Training and Development Division** coordinated several in-house computer training programs to develop software skills of County employees. The Division also conducted supervisory training programs to develop leadership skills of Division Directors and Supervisors.



FOCUS IV (C) Continued:

Fiscal Years 2002 and 2003 Program Goals, Objectives or Key Action Steps:

- The **Risk Management Division** will process 95% of workers compensation claims within 2 working days and maintain a rate of 96% workers compensation cases closed within 3 years.
- The **Risk Management Division** will resolve 90% of employee health insurance inquiries within 10 working days.

FOCUS IV (D): Establish additional methods and systems which will provide continuous reviews and upgrades in existing processes and programs and create improved and enhanced services for our customers.

Fiscal Years 2000 and 2001 Results:

- The **Office of Human Resources** successfully implemented the performance-based merit program in FY 2000, which ensures that an employee's compensation is dependent on an evaluation of their performance during the year.

Fiscal Years 2002 and 2003 Program Goals, Objectives or Key Action Steps:

- The **County Attorney's** office will conduct enhanced and updated monthly employee orientation seminars and a seminar for Boards, Committees and Cities on public records (Sunshine Law) and ethics.
- The **County Outreach Development Office** will complete the legal process necessary to place unneeded properties owned by the County back on the tax rolls within six months of acquisition.
- **BCC Administrative Support** will forward all Citizens' service requests within 2 working days.

FOCUS IV (E): Stay abreast and take advantage of new technologies to enable development of new methods in providing governmental services with expedience and ease.

Fiscal Years 2000 and 2001 Results:

- The **Assessment Section** successfully completed a two-year project certifying the non-ad valorem assessments to the Tax Collector using new software.
- The **Procurement Division** implemented the Purchasing Card Program countywide and improved the bid process so that vendors can register as bidders on-line and download bid documents and bid results all via the County's website.
- The **Information Technology Division** introduced virus control initiatives and new firewall technologies and implemented e-mail in over 400 personal computers with two buildings using wireless technology.

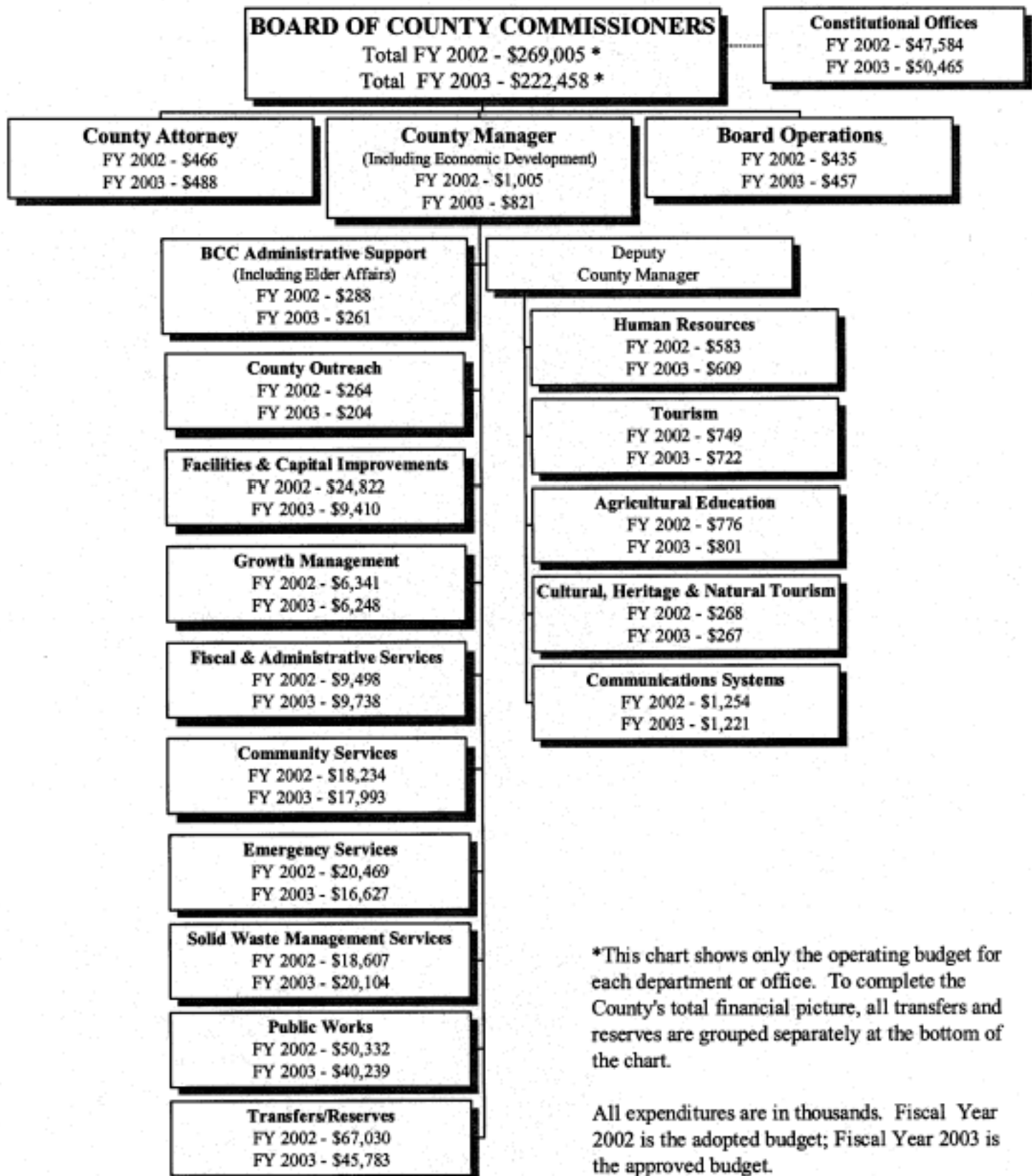
Fiscal Years 2002 and 2003 Program Goals, Objectives or Key Action Steps:

- The **Department of Solid Waste Management Services** will install a video surveillance system at the Waste-to-Energy Facility.
- By March 2003, the **Geographic Information Services Division** will complete parcel layer construction, create CITYview application for the municipalities, implement and integrate data warehouse, and complete geocoding street centerlines.
- The **Procurement Division** will implement e-procurement software in Fiscal Year 2003.
- The **Assessment Section** will debug CDPlus software by June 30, 2002, and coordinate implementation of new Fire and Rescue assessment module.





Lake County Budget by Department/Office



*This chart shows only the operating budget for each department or office. To complete the County's total financial picture, all transfers and reserves are grouped separately at the bottom of the chart.

All expenditures are in thousands. Fiscal Year 2002 is the adopted budget; Fiscal Year 2003 is the approved budget.

**OVERVIEW**

This section provides a general discussion of each expenditure function, along with the changes in spending levels from the prior year. A detailed review of Major Revenue Sources begins on page 117.

EXPENDITURES BY FUNCTION

General Government develops and implements policies and program alternatives, provides financial and administrative services to the government as a whole, and includes provisions for maintenance on general facilities. The General Government budget fluctuates with a \$1.6 million increase and a \$15.7 million decrease for the two budget years. The increase in Fiscal Year 2002 is primarily due to rebudgets - \$1.2 million in the General Fund alone. Fiscal Year 2003 changes are directly related to the completion of major capital projects using Infrastructure Sales Tax dollars. This category also provides funding to maintain the current levels of service in Fiscal and Administrative Services, Personnel, Risk Management, and the County Manager, County Attorney, and Commissioners' Offices. No new staff positions were added in either fiscal year.

Judiciary are the court-related expenditures including the Offices of the State Attorney, Public Defender, Conflict Attorneys, Guardian Ad Litem and Circuit Judges. The budget increased slightly due to anticipated court costs.

Public Safety provides emergency medical service, public education, fire prevention and fire suppression; defense against and relief for other natural disasters; and payments made to the district medical examiner. The change in the Public Safety budget of \$2.5 million (11%) is primarily due to the addition of 15 new firefighters and capital outlay, including vehicles and two new stations. In addition, the Countywide Ambulance budget rose approximately \$400,000 in Fiscal Year 2003 in anticipation of a 9% increase in gross taxable value of countywide properties.

Physical Environment costs are those associated with providing for the collection and disposal of garbage, refuse, and solid waste; conservation and resource management, such as pollution and aquatic weed control; and agricultural programs. This budget increased 8.5% (\$1.8 million) in Fiscal Year 2003 to fund the construction of a new landfill, Phase IIIA.

Transportation provides for a safe, well-designed highway and drainage system; maintains and repairs county-owned vehicles; and provides services for ancillary facilities, such as bridges, sidewalks, traffic control devices, rights-of-way, shoulders, and other

facilities incidental to the safe and adequate flow of vehicles and pedestrians. The Fiscal Year 2002 \$9.7 million (27%) increase, and corresponding decline the following year, are due to the completion of major Road Impact Fee Fund projects.

Economic Development includes services that develop and improve the economic condition of the community and its citizens. The three major countywide economic development programs are (a) the Jobs Growth Incentive package, which assists new or expanding businesses who meet certain criteria; (b) the Community Development Block Grant (CDBG), awarded by the U.S. Department of Housing and Urban Development (HUD) under Title I of the Housing and Community Development Act; and (c) a Section 8 Grant from HUD which provides housing assistance to qualified persons.

The CDBG Grant was awarded to the County in 2001, and increased slightly in 2002. Projections for Fiscal Year 2003 are a conservative estimate since the awards have not been made, and a budget amendment will be made to account for the actual receipt and expenditures.

Human Services expenditures relate to the services for the care, treatment, and control of human illness, injury, or handicap; mental health; provisions for the health care of indigents; and other services relating to the control and prevention of disease, such as mosquito and animal control. The budget changes were due primarily to an increase in the state-funded Affordable Housing Grant award for 2002 and lower projections for 2003.

Culture and Recreation costs include funding to local libraries; providing and maintaining public parks and recreation facilities; and current and long-range plans for bike paths and a rails/trails project. The \$4 million recreational facilities projects using bonded Pari-Mutuel dollars are scheduled to be complete in 2002. Also, the 2003 budget was reduced by \$700,000 for recreation grants awarded to cities and other agencies that were funded from the Extra Penny Sales Tax.

Intergovernmental Transfers are the largest expenditure category, representing funding transferred to the Offices of the Lake County Sheriff, Property Appraiser, Tax Collector, and Clerk of Courts. Each of these Constitutional Offices maintains a separate budget to provide constitutionally mandated services.

Interfund Transfers are monies transferred from one fund to another and may constitute payment or reimbursement for goods provided or services performed. An example would be monies transferred from the Fire and Rescue Fund to the General Fund to partially pay for Assessment Services or administrative costs. Typically, a transfer is used to segregate a specific amount to facilitate the accounting process.



Examples include transfers from the General Fund to the County Library Fund, and monies collected in the County Sales Tax Fund and transferred to the Capital Projects Fund.

At the time the budget was adopted, the status of the renewal of the Extra Penny Sales Tax was unknown. That revenue is typically received into the County Sales Tax Revenue Fund, and most of the \$11 to \$12 million is transferred to the Sales Tax Bond Debt Service Fund and the Sales Tax Capital Projects Fund. The final \$4 million transfer was budgeted in 2003.

Contingencies/Reserves represent the net difference of financial resources and uses, and constitute 14% of this year's total budget. The contingency in the Solid Waste Fund was reduced by \$1.9 million in 2002 to cover increasing costs for the waste-to-energy facility. The Emergency Services and Solid Waste Fund contingencies were reduced in 2003 as costs escalate faster than revenues. The decline in reserves for 2003 is primarily a result of the final payment made on the Sales Tax Refunding Revenue Bonds.

The unreserved fund balance – contingency – represents the net financial resources that are expendable or available for appropriation. Reserves, however, are legally restricted for a specific purpose and are not available for general appropriation.

Growth of reserves and contingencies occur when revenues exceed expenditures, or when a specific use is required either by Statutes or vote of the Commissioners. Contingencies and reserves are similar to an enterprise's net equity (assets less liabilities) and

should only be used for non-recurring, non-operational expenditures, since once the funds are spent, they are only replenished by expenditures or by future year resources in excess. Specific reserves in the General Fund include:

- Facility Maintenance Reserve restricted for repair or replacement of public building infrastructure equipment (air conditioning, roofing, painting, etc.)
- Reserve for Capital Projects
- Special Reserve, adopted by the Commissioners to fund the Jobs Growth Incentive Program and other designated projects
- Reserve for Law Enforcement

Other Special Reserve accounts set aside dollars by Fund for a designated purpose. For example: Fire Services or Public Works infrastructure.

Projected Changes in Fund Balance. The information on pages 44 and 45 of this document shows budgeted beginning fund balances in a given year substantially higher than the budgeted ending fund balances of the fund for the prior year. This is particularly true in the following four major funds: General Fund, County Transportation Trust Fund, Road Impact Fee Fund, and the Affordable Housing Trust Fund. In each instance, even though projects are budgeted for the fiscal year, the reality is that not all projects can be completed and must be rebudgeted the following year. Therefore, the actual ending balance of these funds, which becomes the beginning balance for the following year, is higher than budgeted.

CONTINGENCIES AND RESERVES – ALL FUNDS (In Millions of Dollars)

	1999 Adopted	2000 Adopted	2001 Adopted	2002 Adopted	2003 Approved
Contingency	\$ 7.6	\$ 12.2	\$ 10.5	\$ 8.7	\$ 5.0
General Fund Special Reserve	4.8	4.2	3.3	2.7	2.4
General Fund Capital Projects Reserve	-	.6	.9	2.9	2.9
General Fund Economic Stabilization	2.1	3.2	3.2	5.3	3.8
Impact Fee Fund Reserve	-	.5	1.2	1.7	2.0
Stormwater Management Fund Reserve	-	.3	1.2	1.0	1.1
Debt Service Fund Reserve	3.5	3.3	3.4	3.5	.07
Sales Tax Capital Projects Fund Reserve	1.2	3.9	4.2	3.4	4.4
Solid Waste Closure & Long-Term Care Fund	2.9	3.2	3.5	3.0	2.9
Insurance Funds Reserves	2.8	2.2	2.0	3.2	1.7
Project Specific Reserves, All Other Funds	3.4	5.4	4.0	3.1	1.9
Total Ending Fund Balance	\$ 28.3	\$ 39.0	\$ 37.4	\$ 38.5	\$ 28.2



Fiscal Years 2002 and 2003

REVENUE BY CATEGORY - FY 2002 ALL FUNDS SUMMARY

Fund	Taxes	Licenses and Permits	Intergovernmental Revenue
GENERAL	\$ 43,939,136	\$ 426,000	\$ 13,650,499
SPECIAL REVENUE			
County Transportation Trust Fund	5,351,203	-	4,745,167
Christopher C. Ford Central Park Fund	-	-	-
Road Impact Fees Fund	-	-	-
Mosquito Management Fund	-	-	34,328
Law Library Fund	-	-	-
Aquatic Plant Management Fund	-	-	48,000
Fish Conservation Fund	-	21,000	-
Community Development Fund	-	-	1,020,000
Public Transportation Fund	-	-	20,000
Lake County Ambulance Fund	4,512,901	-	-
Stormwater Management Fund	1,491,294	-	-
Emergency 911 Fund	-	-	-
Resort/Development Tax Fund	736,890	-	3,500
Lake County Affordable Housing Assistance Trust	-	-	1,844,860
Section 8 Housing Fund	-	-	1,461,984
Greater Hills MSBU	-	-	-
Law Enforcement Trust Fund	-	-	-
Criminal Justice Trust Fund	-	-	-
Greater Groves MSBU	-	-	-
County Sales Tax Revenue Fund	11,500,000	-	-
Village Green Street Lighting	-	-	-
Greater Pines Municipal Services	-	-	-
Picciola Island Street Lighting	-	-	-
Valencia Terrace Street Lighting	-	-	-
Lake County Pollution Recovery Fund	-	-	-
Lake County Code Enforcement Liens Fund	-	-	-
Building Services	-	4,356,611	-
County Fire Control Fund	7,441,899	-	55,720
Fire Services Impact Fee Trust Fund	-	-	-
DEBT SERVICE			
Sales Tax Bond Debt Service Fund	-	-	-
Pari-Mutuel Bond Fund	-	-	297,667
CAPITAL PROJECTS			
Sales Tax Capital Projects	-	-	-
Parks Capital Projects	-	-	-
ENTERPRISE			
Landfill Enterprise Fund	250,000	-	50,200
Solid Waste Capital Projects	-	-	-
Solid Waste Closures & Long-Term Care	-	-	-
Solid Waste Long-Term Capital Projects	-	-	-
INTERNAL SERVICE			
Property and Casualty	-	-	-
Employee Group Benefits	-	-	-
Fleet Maintenance	-	-	-
TRUST AND AGENCY			
Animal Shelter Trust Fund	-	-	-
Employees Benefit Fund	-	-	-
County Library System Fund	-	-	365,768
TOTAL REVENUE BY CATEGORY	\$ 75,223,323	\$ 4,803,611	\$ 23,597,693

Revenue Summary

Charges for Services	Fines and Forfeits	Miscellaneous Revenues	Other Sources	Less: Statutory Requirements	Total
\$ 5,225,709	\$ 1,274,500	\$ 1,550,200	\$ 26,440,851	\$ (3,303,302)	\$ 89,203,593
283,280	-	558,500	3,526,737	(546,908)	13,917,979
-	-	1,155,000	1,753,768	(57,750)	2,851,018
-	-	11,245,583	21,831,464	(562,279)	32,514,768
-	-	2,800	694,784	(1,856)	730,056
150,000	-	15,500	10,547	(8,275)	167,772
-	-	500	224,814	(2,425)	270,889
-	-	1,000	114,904	(1,100)	135,804
-	-	-	211,475	(51,000)	1,180,475
1,049,591	-	1,000	334,558	(53,530)	1,351,619
-	-	52,000	2,169,495	(228,244)	6,506,152
-	-	51,600	1,222,839	(77,145)	2,688,588
983,350	-	39,000	691,861	(51,118)	1,663,093
1,000	-	35,000	705,952	(38,819)	1,443,523
-	-	140,000	1,387,196	(99,243)	3,272,813
-	-	28,900	337,500	(74,544)	1,753,840
-	-	185,905	45,282	(9,295)	221,892
-	-	500	2,000	-	2,500
-	186,579	5,000	-	(9,579)	182,000
-	-	132,381	80,026	(6,619)	205,788
-	-	1,200	611,191	(575,060)	11,537,331
-	-	5,145	7,526	(257)	12,414
-	-	130,677	5,353	(6,533)	129,497
-	-	2,177	1,142	(109)	3,210
-	-	2,133	949	(107)	2,975
-	1,000	400	25,101	(70)	26,431
-	10,000	500	59,000	(525)	68,975
119,504	8,200	15,000	89,074	(224,966)	4,363,423
25,000	-	418,610	6,861,501	(397,061)	14,405,669
-	-	392,776	1,351,629	(19,639)	1,724,766
-	-	72,000	7,755,927	(3,600)	7,824,327
-	-	10,000	3,971,537	(15,383)	4,263,821
-	-	100,000	19,073,777	(5,000)	19,168,777
-	-	1,000	659,567	(50)	660,517
17,028,419	-	346,000	3,611,036	-	21,285,655
-	-	-	2,494,155	-	2,494,155
-	-	154,116	3,641,257	-	3,795,373
-	-	76,068	2,136,203	-	2,212,271
1,613,430	-	60,000	1,405,540	(3,000)	3,075,970
3,343,000	-	150,000	2,557,730	(7,500)	6,043,230
1,204,120	-	400	409,570	(20)	1,614,070
-	-	7,000	60,545	-	67,545
-	-	1,585	4,594	-	6,179
500	2,000	16,000	3,569,652	-	3,953,920
\$ 31,026,903	\$ 1,482,279	\$ 17,163,156	\$ 122,149,609	\$ (6,441,911)	\$ 269,004,663



Fiscal Years 2002 and 2003

EXPENDITURE BY FUNCTION - FY 2002 ALL FUNDS SUMMARY

Fund	General Government	Judiciary	Public Safety	Physical Environment
GENERAL	\$ 15,235,403	\$ 1,798,697	\$ 3,097,414	\$ 1,449,778
SPECIAL REVENUE				
County Transportation Trust Fund	-	-	-	-
Christopher C. Ford Central Park Fund	-	-	-	-
Road Impact Fees Fund	-	-	-	-
Mosquito Management Fund	-	-	-	-
Law Library Fund	-	158,337	-	-
Aquatic Plant Management Fund	-	-	-	263,889
Fish Conservation Fund	-	-	-	52,000
Community Development Fund	-	-	-	-
Public Transportation Fund	-	-	-	-
Lake County Ambulance Fund	75,000	-	5,086,492	-
Stormwater Management Fund	-	-	-	1,542,057
Emergency 911 Fund	-	-	913,458	-
Resort/Development Tax Fund	-	-	-	-
Lake County Affordable Housing Assistance Trust	-	-	-	-
Section 8 Housing Fund	-	-	-	-
Greater Hills MSBU	-	-	-	-
Law Enforcement Trust Fund	-	-	2,500	-
Criminal Justice Trust Fund	-	-	-	-
Greater Groves MSBU	-	-	-	-
County Sales Tax Revenue Fund	-	-	-	-
Village Green Street Lighting	-	-	-	-
Greater Pines Municipal Services	-	-	-	-
Picciola Island Street Lighting	-	-	-	-
Valencia Terrace Street Lighting	-	-	-	-
Lake County Pollution Recovery Fund	-	-	-	19,550
Lake County Code Enforcement Liens Fund	-	-	68,975	-
Building Services	-	-	3,471,301	-
County Fire Control Fund	1,283,665	-	11,120,004	-
Fire Services Impact Fee Trust Fund	-	-	1,476,081	-
DEBT SERVICE				
Sales Tax Bond Debt Service Fund	4,291,300	-	-	-
Pari-Mutuel Bond Fund	295,323	-	-	-
CAPITAL PROJECTS				
Sales Tax Capital Projects	15,693,673	-	-	-
Parks Capital Projects	-	-	-	-
ENTERPRISE				
Landfill Enterprise Fund	-	-	-	15,223,547
Solid Waste Capital Projects	-	-	-	2,130,312
Solid Waste Closures & Long-Term Care	-	-	-	818,823
Solid Waste Long-Term Capital Projects	-	-	-	327,675
INTERNAL SERVICE				
Property and Casualty	-	-	-	-
Employee Group Benefits	-	-	-	-
Fleet Maintenance	-	-	-	-
TRUST AND AGENCY				
Animal Shelter Trust Fund	-	-	-	-
Employees Benefit Fund	-	-	-	-
County Library System Fund	-	-	-	-
TOTAL EXPENDITURE BY FUNCTION	\$ 36,874,364	\$ 1,957,034	\$ 25,236,225	\$ 21,827,631

Expenditure Summary

Transportation	Economic Environment	Human Services	Culture and Recreation	Transfers and Internal Services	Contingency/Reserves	Total
\$ -	\$ 890,021	\$ 4,677,742	\$ 2,021,000	\$ 47,854,389	\$ 12,179,149	\$ 89,203,593
12,555,852	-	-	-	889,860	472,267	13,917,979
-	102,219	-	-	1,082,750	1,666,049	2,851,018
31,545,643	-	-	-	969,125	-	32,514,768
-	-	710,056	-	-	20,000	730,056
-	-	-	-	8,275	1,160	167,772
-	-	-	-	-	7,000	270,889
-	-	-	-	31,100	52,704	135,804
-	888,392	140,000	-	55,183	96,900	1,180,475
1,301,652	-	-	-	8,914	41,053	1,351,619
-	-	-	-	135,297	1,209,363	6,506,152
-	-	-	-	121,854	1,024,677	2,688,588
-	-	-	-	48,650	700,985	1,663,093
-	-	-	882,976	38,820	521,727	1,443,523
-	-	3,272,813	-	-	-	3,272,813
-	1,501,942	-	-	49,954	201,944	1,753,840
156,160	-	-	-	20,450	45,282	221,892
-	-	-	-	-	-	2,500
-	-	-	-	182,000	-	182,000
123,160	-	-	-	14,562	68,066	205,788
-	-	-	-	11,537,331	-	11,537,331
7,082	-	-	-	565	4,767	12,414
109,760	-	-	-	14,373	5,364	129,497
1,829	-	-	-	240	1,141	3,210
1,792	-	-	-	235	948	2,975
-	-	-	-	-	6,881	26,431
-	-	-	-	-	-	68,975
-	-	-	-	863,184	28,938	4,363,423
-	-	-	-	615,162	1,386,838	14,405,669
-	-	-	-	29,346	219,339	1,724,766
-	-	-	-	-	3,533,027	7,824,327
-	-	-	3,968,498	-	-	4,263,821
-	-	-	-	-	3,475,104	19,168,777
-	-	-	645,517	-	15,000	660,517
-	-	-	-	3,054,763	3,007,345	21,285,655
-	-	-	-	4,596	359,247	2,494,155
-	-	-	-	3,944	2,972,606	3,795,373
-	-	-	-	2,512	1,882,084	2,212,271
-	-	-	-	1,955,127	1,120,843	3,075,970
-	-	-	-	3,958,385	2,084,845	6,043,230
-	-	-	-	1,596,050	18,020	1,614,070
-	-	3,500	-	-	64,045	67,545
-	-	-	-	6,179	-	6,179
-	-	-	3,938,920	-	15,000	3,953,920
\$ 45,802,930	\$ 3,382,574	\$ 8,804,111	\$ 11,456,911	\$ 75,153,175	\$ 38,509,708	\$ 269,004,663



Fiscal Years 2002 and 2003

REVENUE BY CATEGORY - FY 2003 ALL FUNDS SUMMARY

Fund	Taxes	Licenses and Permits	Intergovernmental Revenue
GENERAL	\$ 47,864,040	\$ 441,000	\$ 14,348,212
SPECIAL REVENUE			
County Transportation Trust Fund	5,420,273	-	4,683,168
Christopher C. Ford Central Park Fund	-	-	-
Road Impact Fees Fund	-	-	-
Mosquito Management Fund	-	-	34,328
Law Library Fund	-	-	-
Aquatic Plant Management Fund	-	-	48,000
Fish Conservation Fund	-	21,500	-
Community Development Fund	-	-	1,020,000
Public Transportation Fund	-	-	20,000
Lake County Ambulance Fund	4,963,891	-	-
Stormwater Management Fund	2,127,153	-	-
Emergency 911 Fund	-	-	-
Resort/Development Tax Fund	810,579	-	-
Lake County Affordable Housing Assistance Trust	-	-	1,796,700
Section 8 Housing Fund	-	-	1,535,018
Greater Hills MSBU	-	-	-
Law Enforcement Trust Fund	-	-	-
Criminal Justice Trust Fund	-	-	-
Greater Groves MSBU	-	-	-
County Sales Tax Revenue Fund	3,074,141	-	-
Village Green Street Lighting	-	-	-
Greater Pines Municipal Services	-	-	-
Picciola Island Street Lighting	-	-	-
Valencia Terrace Street Lighting	-	-	-
Lake County Pollution Recovery Fund	-	-	-
Lake County Code Enforcement Liens Fund	-	-	-
Building Services	-	4,220,690	-
County Fire Control Fund	7,813,994	-	15,760
Fire Services Impact Fee Trust Fund	-	-	-
DEBT SERVICE			
Sales Tax Bond Debt Service Fund	-	-	-
Pari-Mutuel Bond Fund	-	-	297,667
CAPITAL PROJECTS			
Sales Tax Capital Projects	-	-	-
Parks Capital Projects	-	-	-
ENTERPRISE			
Landfill Enterprise Fund	250,000	-	200
Solid Waste Capital Projects	-	-	-
Solid Waste Closures & Long-Term Care	-	-	-
Solid Waste Long-Term Capital Projects	-	-	-
INTERNAL SERVICE			
Property and Casualty	-	-	-
Employee Group Benefits	-	-	-
Fleet Maintenance	-	-	-
TRUST AND AGENCY			
Animal Shelter Trust Fund	-	-	-
Employees Benefit Fund	-	-	-
County Library System Fund	-	-	440,000
TOTAL REVENUE BY CATEGORY	\$ 72,324,071	\$ 4,683,190	\$ 24,239,053

Revenue Summary

Charges for Services	Fines and Forfeits	Miscellaneous Revenues	Other Sources	Less: Statutory Requirements	Total
\$ 5,254,151	\$ 1,274,500	\$ 1,551,700	\$ 20,936,448	\$ (3,536,680)	\$ 88,133,371
305,490	-	1,117,500	2,670,002	(576,322)	13,620,111
-	-	1,505,000	1,723,799	(75,250)	3,153,549
-	-	13,052,740	9,850,775	(652,637)	22,250,878
-	-	2,800	700,859	(1,856)	736,131
155,000	-	15,500	9,435	(8,525)	171,410
-	-	250	224,151	(2,413)	269,988
-	-	1,000	53,804	(1,125)	75,179
-	-	-	-	(51,000)	969,000
1,265,463	-	1,200	464,282	(64,333)	1,686,612
-	-	52,000	1,433,810	(250,794)	6,198,907
-	-	61,700	1,103,423	(109,443)	3,182,833
1,006,350	-	40,000	706,503	(52,318)	1,700,535
1,000	-	33,000	560,546	(42,229)	1,362,896
-	-	140,000	1,000,000	(96,835)	2,839,865
-	-	29,095	201,944	(78,206)	1,687,851
-	-	195,429	54,577	(9,771)	240,235
-	-	500	2,000	-	2,500
-	186,579	5,000	-	(9,579)	182,000
-	-	144,976	74,685	(7,249)	212,412
-	-	1,200	575,060	(153,767)	3,496,634
-	-	6,314	5,024	(316)	11,022
-	-	140,190	11,897	(7,010)	145,077
-	-	2,250	1,250	(113)	3,387
-	-	2,192	1,114	(110)	3,196
-	1,000	400	6,881	(70)	8,211
-	10,000	200	25,000	(510)	34,690
121,163	8,800	15,000	-	(218,283)	4,147,370
25,000	-	419,610	2,104,958	(413,718)	9,965,604
-	-	404,139	238,978	(20,207)	622,910
-	-	72,000	4,286,627	(3,600)	4,355,027
-	-	10,000	15,383	(15,383)	307,667
-	-	50,000	7,067,971	(2,500)	7,115,471
-	-	1,000	50,050	(50)	51,000
18,226,461	-	347,500	2,828,281	-	21,652,442
-	-	-	1,959,247	-	1,959,247
-	-	133,767	3,272,606	-	3,406,373
-	-	83,878	2,213,957	-	2,297,835
1,663,970	-	60,000	1,042,759	(3,000)	2,763,729
3,361,160	-	150,000	2,084,845	(7,500)	5,588,505
1,257,072	-	400	389,840	(20)	1,647,292
-	-	7,800	64,045	-	71,845
-	-	1,585	-	-	1,585
500	2,500	16,200	3,666,349	-	4,125,549
\$ 32,642,780	\$ 1,483,379	\$ 19,875,015	\$ 73,683,165	\$ (6,472,722)	\$ 222,457,931



Fiscal Years 2002 and 2003

EXPENDITURE BY FUNCTION - FY 2003 ALL FUNDS SUMMARY

Fund	General Government	Judiciary	Public Safety	Physical Environment
GENERAL	\$ 13,874,123	\$ 1,831,714	\$ 3,014,900	\$ 1,488,058
SPECIAL REVENUE				
County Transportation Trust Fund	-	-	-	-
Christopher C. Ford Central Park Fund	-	-	-	-
Road Impact Fees Fund	-	-	-	-
Mosquito Management Fund	-	-	-	-
Law Library Fund	-	156,537	-	-
Aquatic Plant Management Fund	-	-	-	262,988
Fish Conservation Fund	-	-	-	35,500
Community Development Fund	-	-	-	-
Public Transportation Fund	-	-	-	-
Lake County Ambulance Fund	75,000	-	5,442,546	-
Stormwater Management Fund	-	-	-	1,893,424
Emergency 911 Fund	-	-	869,246	-
Resort/Development Tax Fund	-	-	-	-
Lake County Affordable Housing Assistance Trust	-	-	-	-
Section 8 Housing Fund	-	-	-	-
Greater Hills MSBU	-	-	-	-
Law Enforcement Trust Fund	-	-	2,500	-
Criminal Justice Trust Fund	-	-	-	-
Greater Groves MSBU	-	-	-	-
County Sales Tax Revenue Fund	-	-	-	-
Village Green Street Lighting	-	-	-	-
Greater Pines Municipal Services	-	-	-	-
Picciola Island Street Lighting	-	-	-	-
Valencia Terrace Street Lighting	-	-	-	-
Lake County Pollution Recovery Fund	-	-	-	4,870
Lake County Code Enforcement Liens Fund	-	-	34,690	-
Building Services	-	-	3,497,649	-
County Fire Control Fund	-	-	9,323,006	-
Fire Services Impact Fee Trust Fund	-	-	364,000	-
DEBT SERVICE				
Sales Tax Bond Debt Service Fund	4,285,744	-	-	-
Pari-Mutuel Bond Fund	297,313	-	-	-
CAPITAL PROJECTS				
Sales Tax Capital Projects	2,685,420	-	-	-
Parks Capital Projects	-	-	-	-
ENTERPRISE				
Landfill Enterprise Fund	-	-	-	15,657,569
Solid Waste Capital Projects	-	-	-	1,850,000
Solid Waste Closures & Long-Term Care	-	-	-	487,077
Solid Waste Long-Term Capital Projects	-	-	-	2,002,586
INTERNAL SERVICE				
Property and Casualty	-	-	-	-
Employee Group Benefits	-	-	-	-
Fleet Maintenance	-	-	-	-
TRUST AND AGENCY				
Animal Shelter Trust Fund	-	-	-	-
Employees Benefit Fund	-	-	-	-
County Library System Fund	-	-	-	-
TOTAL EXPENDITURE BY FUNCTION	\$ 21,217,600	\$ 1,988,251	\$ 22,548,537	\$ 23,682,072

Expenditure Summary

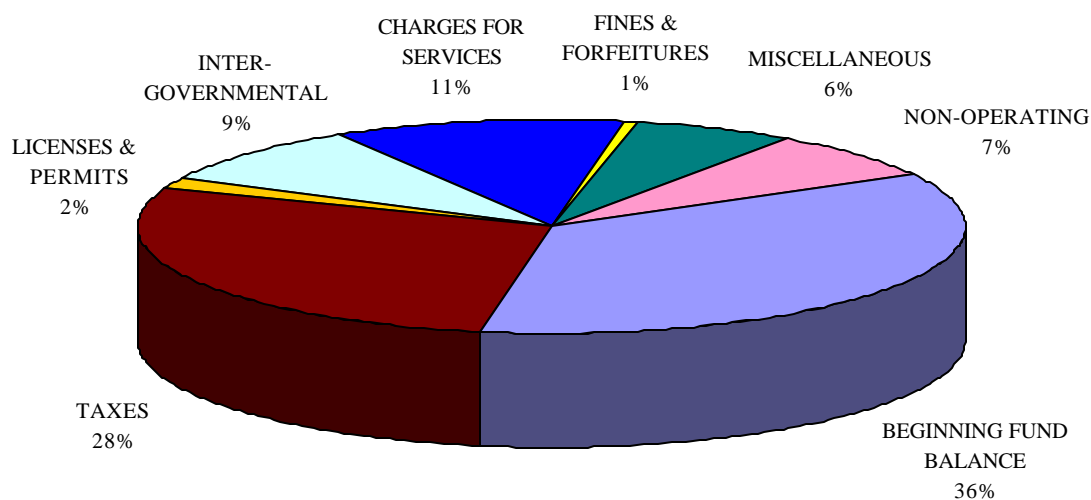
Transportation	Economic Environment	Human Services	Culture and Recreation	Transfers and Internal Services	Contingency/Reserves	Total
\$ -	\$ 703,883	\$ 4,644,658	\$ 1,265,154	\$ 50,956,145	\$ 10,354,736	\$ 88,133,371
12,222,572	-	-	-	999,294	398,245	13,620,111
-	56,500	-	-	1,100,250	1,996,799	3,153,549
21,012,427	-	-	-	1,238,451	-	22,250,878
-	-	716,131	-	-	20,000	736,131
-	-	-	-	8,525	6,348	171,410
-	-	-	-	-	7,000	269,988
-	-	-	-	36,125	3,554	75,179
-	678,176	140,000	-	53,924	96,900	969,000
1,545,101	-	-	-	9,342	132,169	1,686,612
-	-	-	-	148,827	532,534	6,198,907
-	-	-	-	173,228	1,116,181	3,182,833
-	-	-	-	49,800	781,489	1,700,535
-	-	-	858,320	42,229	462,347	1,362,896
-	-	2,839,865	-	-	-	2,839,865
-	1,570,383	-	-	52,419	65,049	1,687,851
164,160	-	-	-	21,498	54,577	240,235
-	-	-	-	-	-	2,500
-	-	-	-	182,000	-	182,000
123,160	-	-	-	15,948	73,304	212,412
-	-	-	-	3,496,634	-	3,496,634
7,143	-	-	-	694	3,185	11,022
117,760	-	-	-	15,422	11,895	145,077
1,890	-	-	-	249	1,248	3,387
1,841	-	-	-	242	1,113	3,196
-	-	-	-	-	3,341	8,211
-	-	-	-	-	-	34,690
-	-	-	-	605,921	43,800	4,147,370
-	-	-	-	642,598	-	9,965,604
-	-	-	-	30,242	228,668	622,910
-	-	-	-	-	69,283	4,355,027
-	-	-	10,354	-	-	307,667
-	-	-	-	-	4,430,051	7,115,471
-	-	-	35,000	-	16,000	51,000
-	-	-	-	3,354,019	2,640,854	21,652,442
-	-	-	-	4,732	104,515	1,959,247
-	-	-	-	4,061	2,915,235	3,406,373
-	-	-	-	2,586	292,663	2,297,835
-	-	-	-	2,168,471	595,258	2,763,729
-	-	-	-	4,336,121	1,252,384	5,588,505
-	-	-	-	1,628,970	18,322	1,647,292
-	-	3,500	-	-	68,345	71,845
-	-	-	-	1,585	-	1,585
-	-	-	4,110,549	-	15,000	4,125,549
\$ 35,196,054	\$ 3,008,942	\$ 8,344,154	\$ 6,279,377	\$ 71,380,552	\$ 28,812,392	\$ 222,457,931



**Revenue By Category
(All Funds Summary)**

	Actual FY 2000	Amended Budget FY 2001	Adopted Budget FY 2002	Approved Budget FY 2003
Taxes	\$ 60,744,118	\$ 69,692,614	\$ 75,223,323	\$ 72,324,071
Licenses and Permits	3,617,807	4,032,246	4,803,611	4,683,190
Intergovernmental	20,788,812	23,048,699	23,597,693	24,239,053
Charges For Services	26,008,907	28,061,321	31,026,903	32,642,780
Fines and Forfeits	1,809,605	1,465,421	1,482,279	1,483,379
Miscellaneous	17,639,905	12,601,435	17,163,156	19,875,015
Interfund Transfers and Other Sources	25,166,726	26,235,713	19,126,416	11,866,884
Beginning Fund Balance	-	85,177,490	96,581,282	55,343,559
All Funds Total	<u>\$ 155,775,880</u>	<u>\$ 250,314,939</u>	<u>\$ 269,004,663</u>	<u>\$ 222,457,931</u>

**ADOPTED REVENUE BY CATEGORY - FY 2002
ALL FUNDS SUMMARY**

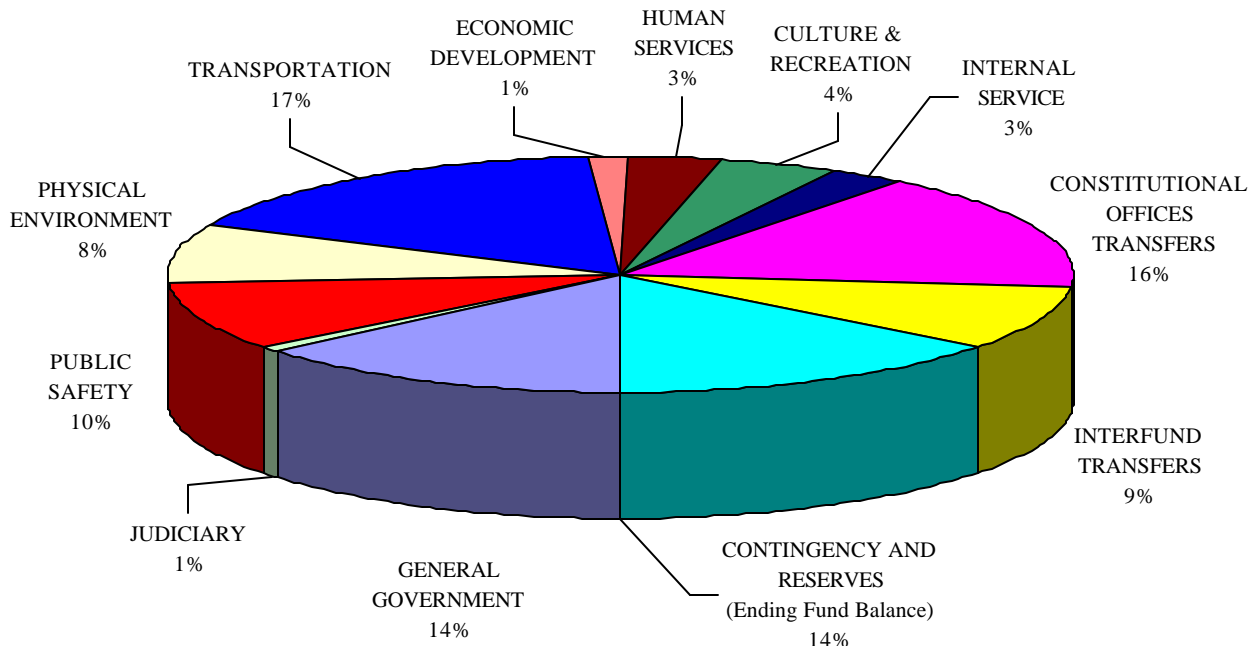




**Expenditure By Function
(All Funds Summary)**

	Actual FY 2000	Amended Budget FY 2001	Adopted Budget FY 2002	Approved Budget FY 2003
General Government	\$ 19,542,027	\$ 35,283,537	\$ 36,874,364	\$ 21,217,600
Judiciary	1,615,549	1,901,893	1,957,034	1,988,251
Public Safety	14,616,227	22,750,395	25,236,225	22,548,537
Physical Environment	14,967,172	21,684,721	21,827,631	23,682,072
Transportation	13,041,596	36,086,229	45,802,930	35,196,054
Economic Development	2,015,320	3,178,337	3,382,574	3,008,942
Human Services	6,290,515	8,484,171	8,804,111	8,344,154
Culture and Recreation	4,176,303	11,057,716	11,456,911	6,279,377
Internal Services	5,236,285	6,025,588	7,299,972	7,906,905
Constitutional Offices Transfers	36,945,200	40,455,667	43,581,076	46,430,241
Interfund Transfers	23,111,991	26,516,192	24,272,127	17,043,406
Contingency and Reserves	652	36,890,493	38,509,708	28,812,392
(Ending Fund Balance)				
All Funds Total	<u>\$ 141,558,837</u>	<u>\$ 250,314,939</u>	<u>\$ 269,004,663</u>	<u>\$ 222,457,931</u>

**ADOPTED EXPENDITURE BY FUNCTION - FY 2002
ALL FUNDS SUMMARY**





Fiscal Years 2002 and 2003

Projected Changes in Fund Balances

Fund	Fund Balance 10/01/01	Current Revenue	(Current Expenses)	Interfund Transfer In	Interfund Transfer (Out)	Fund Balance 09/30/02
GENERAL	\$ 19,845,945	\$ 64,055,742	\$ (72,301,824)	\$ 5,301,906	\$ (4,722,620)	\$ 12,179,149
SPECIAL REVENUE						
County Transportation Trust	3,056,737	10,391,242	(12,555,852)	470,000	(889,860)	472,267
Ford Central Park	1,753,768	1,097,250	(102,219)	-	(1,082,750)	1,666,049
Road Impact Fees	21,831,464	10,683,304	(31,545,643)	-	(969,125)	-
Mosquito Management	170,802	35,272	(710,056)	523,982	-	20,000
Law Library	10,547	157,225	(158,337)	-	(8,275)	1,160
Aquatic Plant Management	14,838	46,075	(263,889)	209,976	-	7,000
Fish Conservation	114,904	20,900	(52,000)	-	(31,100)	52,704
Community Development	211,475	969,000	(1,028,392)	-	(55,183)	96,900
Public Transportation	50,458	1,017,061	(1,301,652)	284,100	(8,914)	41,053
Lake County Ambulance	2,167,895	4,338,257	(5,296,789)	-	-	1,209,363
Stormwater Management	1,221,239	1,467,349	(1,586,766)	-	(77,145)	1,024,677
Emergency 911	691,861	971,232	(913,458)	-	(48,650)	700,985
Resort/Development Tax	705,952	737,571	(882,976)	-	(38,820)	521,727
Affordable Housing Trust	1,387,196	1,885,617	(3,272,813)	-	-	-
Section 8 Housing	337,500	1,416,340	(1,501,942)	-	(49,954)	201,944
Greater Hills MSBU	45,282	176,610	(161,737)	-	(14,873)	45,282
Law Enforcement Trust	2,000	500	(2,500)	-	-	-
Criminal Justice Trust	-	182,000	-	-	(182,000)	-
Greater Groves MSBU	80,026	125,762	(127,132)	-	(10,590)	68,066
County Sales Tax Revenue	611,191	10,926,140	-	-	(11,537,331)	-
Village Green Street Lighting	7,526	4,888	(7,236)	-	(411)	4,767
Greater Pines Municipal Srvc.	5,353	124,144	(113,680)	-	(10,453)	5,364
Picciola Island Street Lighting	1,142	2,068	(1,895)	-	(174)	1,141
Valencia Terrace St. Lighting	949	2,026	(1,856)	-	(171)	948
Pollution Recovery	25,101	1,330	(19,550)	-	-	6,881
Code Enforcement Liens	59,000	9,975	(68,975)	-	-	-
Building Services	-	4,274,349	(3,471,301)	89,074	(863,184)	28,938
County Fire Control	6,721,501	7,544,168	(12,552,507)	140,000	(466,324)	1,386,838
Fire Services Impact Fee	1,351,629	373,137	(1,476,081)	-	(29,346)	219,339
DEBT SERVICE						
Sales Tax Bond Debt Service	3,465,627	68,400	(4,291,300)	4,290,300	-	3,533,027
Pari-Mutuel Bond	3,971,537	292,284	(4,263,821)	-	-	-
CAPITAL PROJECTS						
Sales Tax Capital Projects	11,910,693	95,000	(15,693,673)	7,163,084	-	3,475,104
Parks Capital Projects	629,567	950	(645,517)	30,000	-	15,000
ENTERPRISE						
Landfill Enterprise	3,611,036	17,674,619	(15,330,257)	-	(2,948,053)	3,007,345
Solid Waste Capital Projects	844,155	-	(2,130,312)	1,650,000	(4,596)	359,247
Closures & Long-Term Care	3,641,257	154,116	(818,823)	-	(3,944)	2,972,606
Landfill L.T. Capital Projects	1,786,203	76,068	(327,675)	350,000	(2,512)	1,882,084
INTERNAL SERVICE						
Property and Casualty	1,405,540	1,670,430	(1,847,243)	-	(107,884)	1,120,843
Employee Group Benefits	2,557,730	3,485,500	(3,850,500)	-	(107,885)	2,084,845
Fleet Maintenance	115,353	1,204,500	(1,596,050)	294,217	-	18,020
TRUST AND AGENCY						
Animal Shelter Trust	60,545	7,000	(3,500)	-	-	64,045
Employees Benefit	4,594	1,585	(6,179)	-	-	-
County Library System	94,164	384,268	(3,938,920)	3,475,488	-	15,000
TOTAL COUNTY	\$ 96,581,282	\$ 148,151,254	\$ (206,222,828)	\$ 24,272,127	\$ (24,272,127)	\$ 38,509,708



Fiscal Years 2002 and 2003

Projected Changes in Fund Balances

Fund	Fund Balance 10/01/02	Current Revenue	(Current Expenses)	Interfund Transfer In	Interfund Transfer (Out)	Fund Balance 09/30/03
GENERAL	\$ 15,285,957	\$ 68,489,923	\$ (72,762,387)	\$ 4,357,491	\$ (5,016,248)	\$ 10,354,736
SPECIAL REVENUE						
County Transportation Trust	2,000,002	10,950,109	(12,222,572)	670,000	(999,294)	398,245
Ford Central Park	1,723,799	1,429,750	(56,500)	-	(1,100,250)	1,996,799
Road Impact Fees	9,850,775	12,400,103	(21,012,427)	-	(1,238,451)	-
Mosquito Management	21,856	35,272	(716,131)	679,003	-	20,000
Law Library	9,435	161,975	(156,537)	-	(8,525)	6,348
Aquatic Plant Management	9,425	45,837	(262,988)	214,726	-	7,000
Fish Conservation	53,804	21,375	(35,500)	-	(36,125)	3,554
Community Development	-	969,000	(818,176)	-	(53,924)	96,900
Public Transportation	148,112	1,222,330	(1,545,101)	316,170	(9,342)	132,169
Lake County Ambulance	1,432,210	4,766,697	(5,666,373)	-	-	532,534
Stormwater Management	1,101,823	2,081,010	(1,957,209)	-	(109,443)	1,116,181
Emergency 911	706,503	994,032	(869,246)	-	(49,800)	781,489
Resort/Development Tax	560,546	802,350	(858,320)	-	(42,229)	462,347
Affordable Housing Trust	1,000,000	1,839,865	(2,839,865)	-	-	-
Section 8 Housing	201,944	1,485,907	(1,570,383)	-	(52,419)	65,049
Greater Hills MSBU	54,577	185,658	(170,023)	-	(15,635)	54,577
Law Enforcement Trust	2,000	500	(2,500)	-	-	-
Criminal Justice Trust	-	182,000	-	-	(182,000)	-
Greater Groves MSBU	74,685	137,727	(127,510)	-	(11,598)	73,304
County Sales Tax Revenue	575,060	2,921,574	-	-	(3,496,634)	-
Village Green Street Lighting	5,024	5,998	(7,332)	-	(505)	3,185
Greater Pines Municipal Srvc.	11,897	133,180	(121,966)	-	(11,216)	11,895
Picciola Island Street Lighting	1,250	2,137	(1,958)	-	(181)	1,248
Valencia Terrace St. Lighting	1,114	2,082	(1,907)	-	(176)	1,113
Pollution Recovery	6,881	1,330	(4,870)	-	-	3,341
Code Enforcement Liens	25,000	9,690	(34,690)	-	-	-
Building Services	-	4,147,370	(3,497,649)	-	(605,921)	43,800
County Fire Control	1,964,958	7,860,646	(9,479,286)	140,000	(486,318)	-
Fire Services Impact Fee	238,978	383,932	(364,000)	-	(30,242)	228,668
DEBT SERVICE						
Sales Tax Bond Debt Service	3,536,627	68,400	(4,285,744)	750,000	-	69,283
Pari-Mutuel Bond	15,383	292,284	(307,667)	-	-	-
CAPITAL PROJECTS						
Sales Tax Capital Projects	3,475,104	47,500	(2,685,420)	3,592,867	-	4,430,051
Parks Capital Projects	15,050	950	(35,000)	35,000	-	16,000
ENTERPRISE						
Landfill Enterprise	2,828,281	18,824,161	(15,764,279)	-	(3,247,309)	2,640,854
Solid Waste Capital Projects	359,247	-	(1,850,000)	1,600,000	(4,732)	104,515
Closures & Long-Term Care	2,972,606	133,767	(487,077)	300,000	(4,061)	2,915,235
Landfill L.T. Capital Projects	1,863,957	83,878	(2,002,586)	350,000	(2,586)	292,663
INTERNAL SERVICE						
Property and Casualty	1,042,759	1,720,970	(2,054,350)	-	(114,121)	595,258
Employee Group Benefits	2,084,845	3,503,660	(4,222,000)	-	(114,121)	1,252,384
Fleet Maintenance	18,040	1,257,452	(1,628,970)	371,800	-	18,322
TRUST AND AGENCY						
Animal Shelter Trust	64,045	7,800	(3,500)	-	-	68,345
Employees Benefit	-	1,585	(1,585)	-	-	-
County Library System	-	459,200	(4,110,549)	3,666,349	-	15,000
TOTAL COUNTY	\$ 55,343,559	\$ 150,070,966	\$ (176,602,133)	\$ 17,043,406	\$ (17,043,406)	\$ 28,812,392

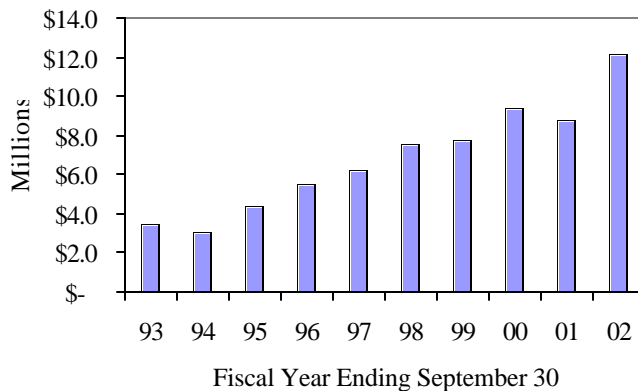
**Significant Issues in Budgeting for Reserves.**

The budgeted fund balance for September 30 of a given fiscal year is also called the Reserve for that fund. Most of the funds show a significant change between the beginning fund balance and the budgeted ending balance. This is primarily due to a large number of projects which have begun during the year and have not yet been completed. These projects are "rebudgeted" in the following year, and the associated revenues remaining during the year are rebudgeted to pay for the projects. This is true especially in the General Fund and Transportation Funds.

In addition, the beginning fund balance is just an estimate, so after the audit has been completed in March, the excess of revenue over expenditures of each fund is added to the Reserves. Approval by the Board of County Commissioners is required to appropriate these funds for current year spending.

The County looks at the trends in the budgeted ending balance as the bellwether for financial health. As a result, the ratio of budgeted reserves to expenditures is critical in long-range planning and in determining resources necessary to provide for the citizens of the County. The following graphs illustrate a ten-year trend for the General Fund and several of the County's major funds for which strategic planning is critical.

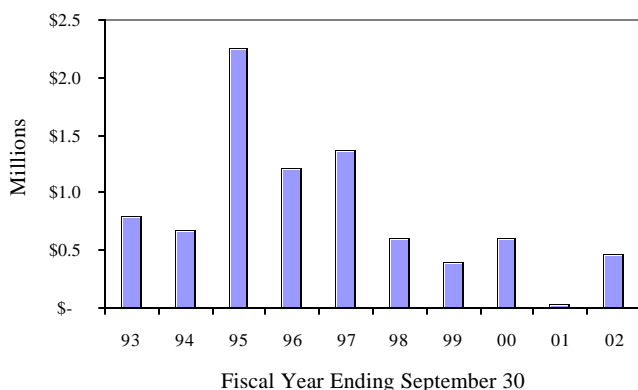
General Fund Reserves



Over the last ten-year period, reserves in the General Fund have improved as a result of growth and cost-cutting measures. As a guideline, reserves as a percent of budgeted expenditures should be 14% - 16%

Fiscal Year	Reserves as a Percent of Budgeted Expenditures
2002	16%
2001	12%
2000	14%
1999	13%
1998	14%
1997	12%
1996	12%

Transportation Trust Fund Reserves

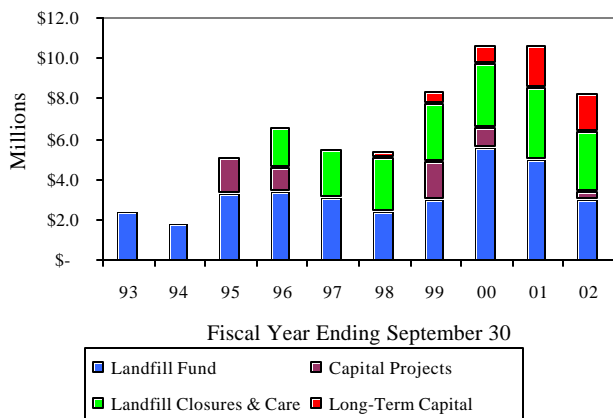


Transportation reserves have been significantly decreasing during the past several years due to the increasing demands of maintaining the County's roadways, combined with revenue sources that remain relatively flat each year. The Fund's revenue sources are primarily state and local gas taxes. Since Lake County is surrounded by several other counties including Orange, Seminole, and Marion, commuters sometimes purchase gas outside the County en route to work or other destinations.

Fiscal Year	Reserves as a Percent of Budgeted Expenditures
2002	4%
2001	0.2%
2000	5%



Solid Waste Management - All Funds Reserves

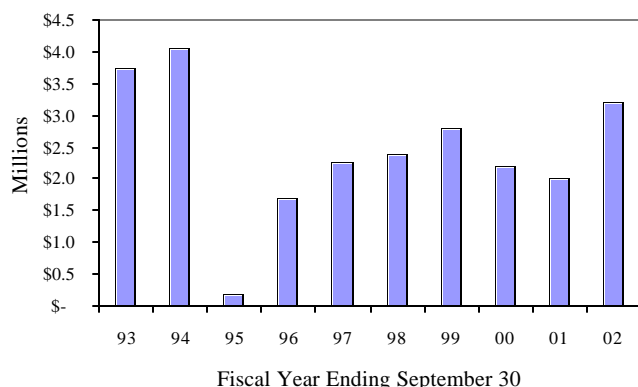


The *Landfill Enterprise Fund* provides contractual payments to the owner of the County's incinerator. Keeping a reserve of at least \$3.5 million is important because of increasing costs for the debt payment.

The *Solid Waste Capital Projects Fund* was added in 1995 to account for proceeds from a \$19 million line-of-credit which funded major landfill expansions and closures. Although the proceeds have been spent, the fund will be maintained until the debt has been repaid.

The *Closures and Long-Term Care Fund*, and the *Long-Term Capital Projects Fund* are funded by a transfer from the Landfill Enterprise Fund to provide for future costs of solid waste management.

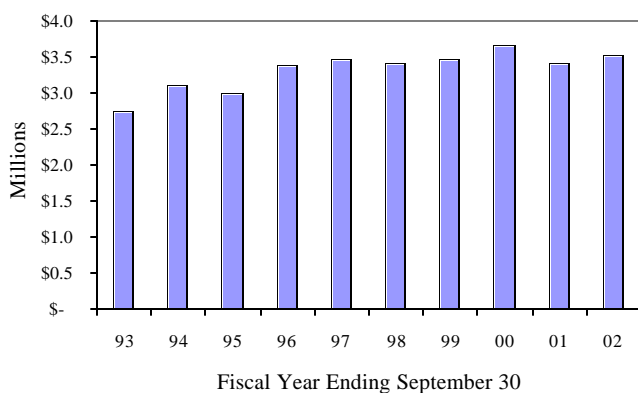
Insurance Fund Reserves



Except for a few years in the mid-1990's, the County has been self-insured for both property and casualty as well as for health insurance. As a result, the importance of providing for a minimum of six month reserves has been primary in the budget process.

Fiscal Year	Reserves as a Percent of Budgeted Expenditures
2002	54%
2001	43%
2000	53%
1999	81%
1998	72%
1997	67%

Debt Service Fund Reserves



Debt Service reserves were established several years ago to address the requirements of the *Sales Tax Refunding Revenue Bonds, Series 1992*, and the *Capital Improvements Certificates of Indebtedness Revenue Bonds, 1971*. The former bond was issued to provide for major infrastructure expansion such as a new courthouse and jail, and will be paid in its entirety in Fiscal Year 2002. The latter bond was paid in its entirety in Fiscal Year 2001.



**GENERAL FUND**

General Fund: **FY 2002 - \$89,203,593**
 FY 2003 - \$88,133,371

Description

The General Fund exists to account for the resources devoted to finance the services associated with County Government. This is the general operating fund of the County and is used to account for all financial activity not accounted for in other funds.

Major Services

The General Fund consists of the following major functions:

- ? General Administration
- ? Facility Maintenance
- ? Growth Management
- ? Community Services
- ? Emergency Management
- ? Animal Control
- ? Parks
- ? Judiciary
- ? Transfers to Constitutional Offices

Revenue Structure

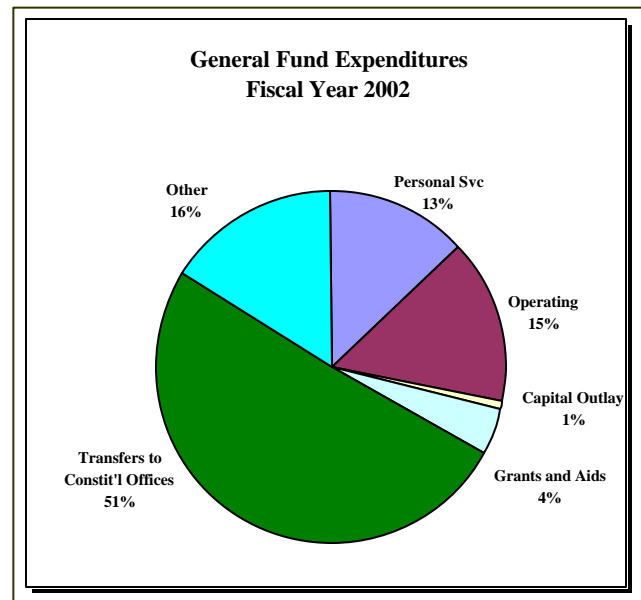
Major revenue sources are:

	FY 2002	FY 2003
	<u>Millions</u>	<u>Millions</u>
Ad Valorem Taxes	\$43.9	\$47.9
State Sales Tax	8.9	9.5
State Revenue Sharing	3.8	4.0
Excess Fees –		
Constitutional Offices	1.3	1.3
Housing Federal and		
Orange County Prisoners	2.2	2.2
Court Fines	1.2	1.2
Interfund Transfers	5.3	4.4
Fund Balance/Other Sources	22.6	17.6

Expenditure Structure

General Fund appropriations are distributed as follows:

	FY 2002	FY 2003
	<u>Millions</u>	<u>Millions</u>
Personal Services	\$11.3	\$11.7
Operating Expenses	13.8	12.3
Capital Outlay	.9	.6
Grants and Aids	3.2	2.2
Transfers To Constitutional Offices	45.6	48.5
Other Uses/Reserves	14.4	12.8



Fiscal Year 2002 appropriations will increase 15% for Personal Services. Operating Expenses will increase 6%. Grants and Aids will increase 22%. Capital Outlay and Debt Service will decrease for Fiscal Year 2002.

**SPECIAL REVENUE FUNDS****County Transportation****Trust (CTT) Fund: FY 2002 - \$13,917,979****FY 2003 - \$13,620,111****Description**

To account for revenues and expenditures incurred to carry on all work on roads and bridges in the County in accordance with Florida Statutes, Section 336.022.

Major Services

The Transportation Trust Fund consists of the following major functions:

- ? Road Operations
- ? Engineering Operations
- ? Transportation Services
- ? Special Assessments

Revenue Structure

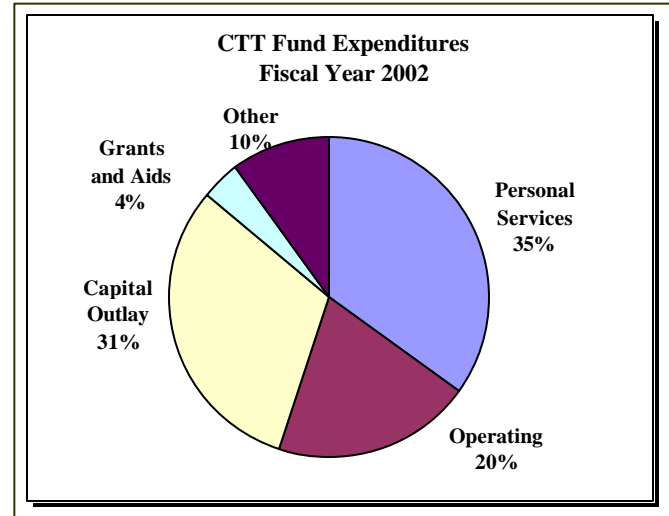
Major revenue sources are:

	FY 2002	FY 2003
	<u>Millions</u>	<u>Millions</u>
Local Gas Tax	\$5.4	\$5.4
State Shared Revenue	4.7	4.7
Charges for Services	.3	.3
Miscellaneous Revenue	.5	1.1
Fund Balance/Other Sources	3.0	2.1

Expenditure Structure

County Transportation Trust Fund appropriations are distributed as follows:

	FY 2002	FY 2003
	<u>Millions</u>	<u>Millions</u>
Personal Services	\$4.9	\$5.1
Operating Expenses	2.8	2.8
Capital Outlay	4.3	3.7
Grants and Aids	.6	.6
Other Uses/Reserves	1.3	1.4



Fiscal Year 2002 appropriations will remain relatively flat in all areas. During FY 2001, the BCC approved an appropriation in Fund 301 for some road projects to be funded in FY 2002 from Infrastructure Sales Tax revenue.

Christopher C. Ford**Central Park Fund: FY 2002 - \$2,851,018****FY 2003 - \$3,153,549****Description**

To account for revenues and expenditures during the development of this County-owned property. The Lake County Industrial Authority is participating in oversight responsibilities pursuant to Chapter 159, Part III, Florida Statutes.

Major Services

The Christopher C. Ford Central Park Fund consists of the following major function:

- ? Industrial Development



Christopher C. Ford Central Park Fund (Continued):

Revenue Structure

Major revenue sources are:

	FY 2002 <u>Millions</u>	FY 2003 <u>Millions</u>
Land Sales	\$1.15	\$1.50
Fund Balance/Other Sources	1.70	1.65

Expenditure Structure

Christopher C. Ford Central Park Fund appropriations are distributed as follows:

	FY 2002 <u>Millions</u>	FY 2003 <u>Millions</u>
Operating Expenses	\$.06	\$.06
Capital Outlay	.05	-
Other Uses/Reserves	2.74	3.09

Fiscal Year 2002 appropriations will decrease for Capital Outlay and increase in Other Uses. Operating Expenses will remain flat. Unspent carryforward funds of approximately \$1.7 million are anticipated.

Road Impact Fees Fund: FY 2002 - \$32,514,768
FY 2003 - \$22,250,878

Description

To account for revenues and expenditures for new land development in Lake County for providing new roads and related facilities necessitated by such new development.

Major Services

The Road Impact Fees Fund consists of the following major function:

- ? Road and Street Facilities

Revenue Structure

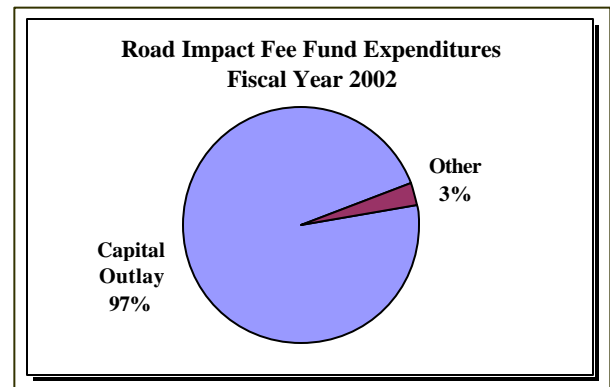
Major revenue sources are:

	FY 2002 <u>Millions</u>	FY 2003 <u>Millions</u>
Road Impact Fees	\$11.2	\$13.0
Fund Balance/Other Sources	21.3	9.2

Expenditure Structure

Road Impact Fee Fund appropriations are distributed as follows:

	FY 2002 <u>Millions</u>	FY 2003 <u>Millions</u>
Capital Outlay	\$31.5	\$21.0
Other Uses/Reserves	1.0	1.2



The increase in Fiscal Year 2002 appropriations is due to several road projects not being completed in Fiscal Year 2001. Therefore, the funds were carried forward for the completion of the projects.

Mosquito

Management Fund: FY 2002 - \$730,056
FY 2003 - \$736,131

Description

To account for State Grants and local matching funds in accordance with Section 388 of the Florida Statutes and for the operation of the arthropod control program.

**Mosquito Management Fund (Continued):****Major Services**

The Mosquito Management Fund consists of the following major function:

? Mosquito Control

Revenue Structure

Major revenue sources are:

	FY 2002 <u>Thousands</u>	FY 2003 <u>Thousands</u>
State Grants	\$ 34.3	\$ 34.3
Miscellaneous Revenue	2.8	2.8
Fund Balance/Other Sources	693.0	699.0

Expenditure Structure

The Mosquito Management Fund appropriations are distributed as follows:

	FY 2002 <u>Thousands</u>	FY 2003 <u>Thousands</u>
Personal Services	\$440.7	\$463.7
Operating Expenses	235.1	222.7
Capital Outlay	34.3	29.7
Other Uses/Reserves	20.0	20.0

Because the mosquitoes that carry the West Nile virus have appeared in the County sooner than expected, additional spraying has become necessary. Therefore, the increased demand for the chemicals to combat this mosquito may cause the need for additional funding during the year in this fund.

Law Library Fund: FY 2002 - \$167,772
FY 2003 - \$171,410

Description

To account for revenues and expenditures of the Lake County Law Library established by County Ordinance Number 72-7, effective January 1, 1973.

Major Services

The Law Library Fund consists of the following major function:

? Public Law Library

Revenue Structure

Major revenue sources are:

	FY 2002 <u>Thousands</u>	FY 2003 <u>Thousands</u>
Court Filing Fees	\$150.0	\$155.0
Miscellaneous Revenue	17.8	16.4

Expenditure Structure

Law Library Fund appropriations are distributed as follows:

	FY 2002 <u>Thousands</u>	FY 2003 <u>Thousands</u>
Operating Expenses	\$110.1	\$114.2
Capital Outlay	48.3	42.3
Other Uses	9.4	9.4

No major changes are anticipated for Fiscal Year 2002.

Aquatic Plant

Management Fund: FY 2002 - \$270,889
FY 2003 - \$269,988

Description

To account for state grants and local funding for the operations of the Aquatic Plant Management Fund in accordance with Florida Statutes, Section 369.20.

Major Services

The Aquatic Weed Control Fund consists of the following major function:

? Conservation & Resource Management

Revenue Structure

Major revenue sources are:

	FY 2002 <u>Thousands</u>	FY 2003 <u>Thousands</u>
State Grant	\$ 48.0	\$ 48.0
Miscellaneous Revenue	.5	.3
Fund Balance/Other Sources	222.4	221.7

**Aquatic Plant Management Fund (Continued):****Expenditure Structure**

The Aquatic Weed Control Fund appropriations are distributed as follows:

	FY 2002	FY 2003
	<u>Thousands</u>	<u>Thousands</u>
Personal Services	\$185.5	\$193.9
Operating Expenses	68.4	69.0
Capital Outlay	10.0	-
Other Uses/Reserves	7.0	7.0

No major changes are anticipated for Fiscal Year 2002.

Fish Conservation

Trust Fund: **FY 2002 - \$135,804**
FY 2003 - \$ 75,179

Description

To account for the revenues and expenditures for fish stocking and conservation in accordance with Chapter 67-1604, Laws of Florida.

Major Services

The Fish Conservation Trust Fund consists of the following major function:

? Conservation & Resource Management

Revenue Structure

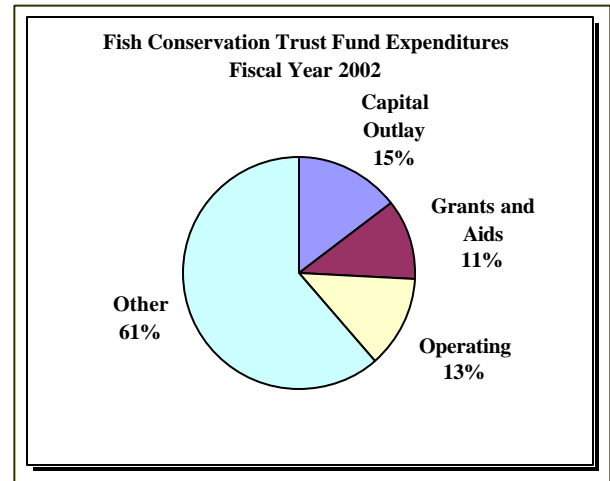
Major revenue sources are:

	FY 2002	FY 2003
	<u>Thousands</u>	<u>Thousands</u>
Licenses and Permits	\$ 21.0	\$ 21.5
Miscellaneous Revenue	1.0	1.0
Fund Balance/Other Sources	113.8	52.7

Expenditure Structure

The Fish Conservation Trust Fund appropriations are distributed as follows:

	FY 2002	FY 2003
	<u>Thousands</u>	<u>Thousands</u>
Operating Expenses	\$ 17.0	\$20.5
Capital Outlay	20.0	-
Grants and Aids	15.0	15.0
Other Uses/Reserves	83.8	39.7



Fiscal Year 2002 appropriations remain relatively flat for this fund.

Community Development

Fund: **FY 2002 - \$1,180,475**
FY 2003 - \$ 969,000

Description

This fund was established in FY 2000 and is charged with administration of the County's Community Development Block Grant (CDBG).

Major Services

The Community Development Fund consists of the following major functions:

? Urban Development
? Welfare

Revenue Structure

Major revenue sources are:

	FY 2002	FY 2003
	<u>Millions</u>	<u>Millions</u>
Intergovernmental Revenue	\$1.0	\$1.0
Miscellaneous Revenue	.2	-

**Community Development Fund (Continued):****Expenditure Structure**

Community Development appropriations are distributed as follows:

	FY 2002 Millions	FY 2003 Millions
Personal Services	\$.11	\$.11
Operating Expenses	.05	.05
Capital Outlay	.52	.42
Grants and Aids	.36	.23
Other Uses/Reserves	.15	.15

Fiscal Year 2002 Community Development Block Grant entitlement for Lake County increased by \$40,000 to \$969,000. Appropriations for FY 2002 include a \$211,475 carryforward of unspent funds.

Public Transportation

Fund: **FY 2002 - \$1,351,619**
FY 2003 - \$1,686,612

Description

To account for the revenues and expenditures for the coordination of services and transportation for social services clients, agencies, organizations, groups, private entities and individuals in accordance with Chapter 427, Laws of Florida.

Major Services

The Public Transportation Fund consists of the following major function:

? Other Transportation Services

Revenue Structure

Major revenue sources are:

	FY 2002 Millions	FY 2003 Millions
State Grant	\$.020	\$.020
Charges for Services	1.050	1.265
Miscellaneous Revenue	.001	.001
Fund Balance/Other Sources	.281	.400

Expenditure Structure

The Public Transportation Fund appropriations are distributed as follows:

	FY 2002 Millions	FY 2003 Millions
Personal Services	\$.082	\$.084
Operating Expenses	1.084	1.143
Capital Outlay	.136	.317
Other Uses/Reserves	.050	.142

This fund was established in FY 2001. Since the funding and expenditures have not stabilized yet, it is difficult to project any trends in this fund.

Lake County

Ambulance Fund: **FY 2002 - \$6,506,152**
FY 2003 - \$6,198,907

Description

To account for Ad Valorem tax revenues and disbursements for emergency medical transportation services for Lake County in accordance with Chapters 401, Part III, Laws of Florida.

Major Services

The Lake County Ambulance Fund consists of the following major function:

? Ambulance & Rescue Services

Revenue Structure

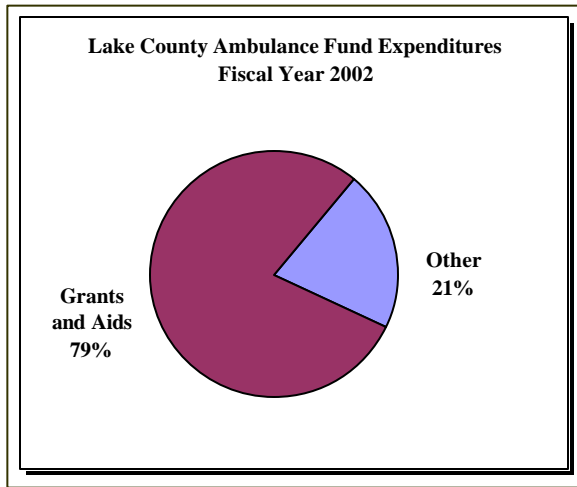
Major revenue sources are:

	FY 2002 Millions	FY 2003 Millions
Ad Valorem Tax (.5289 mils)	\$4.51	\$4.96
Miscellaneous Revenue	.05	.05
Fund Balance/Other Sources	1.94	1.18

Expenditure Structure

The Lake County Ambulance Fund appropriations are distributed as follows:

	FY 2002 Millions	FY 2003 Millions
Grants and Aids	\$5.16	\$5.51
Other Uses/Reserves	1.34	.68

**Lake County Ambulance Fund (Continued):**

The appropriations for this fund will remain relatively flat for FY 2002.

Stormwater Management

Fund: FY 2002 - \$2,688,588
FY 2003 - \$3,182,833

Description

To account for the revenues and expenditures for identifying the critical areas of the County to control pollution and flooding from contaminating the County's lakes, streams, wetlands and underground aquifer.

Major Services

The Stormwater Management Fund consists of the following major functions:

- ? Pollution Control
- ? Flood Control

Revenue Structure

Major revenue sources are:

	FY 2002	FY 2003
	<u>Millions</u>	<u>Millions</u>
Ad Valorem Taxes	\$1.49	\$2.13
Miscellaneous Revenue	.05	.06
Fund Balance/Other Sources	1.15	.99

Expenditure Structure

The Stormwater Management Fund appropriations are distributed as follows:

	FY 2002	FY 2003
	<u>Millions</u>	<u>Millions</u>
Personal Services	\$.05	\$.05
Operating Expenses	.48	.26
Capital Outlay	1.01	1.58
Other Uses/Reserves	1.15	1.29

Fiscal Year 2002 appropriations reflect the first time specifically designated projects have been budgeted for this fund.

Emergency 911 Fund: FY 2002 - \$1,663,093
FY 2003 - \$1,700,535

Description

To account for revenues and expenditures for Emergency 911 telephone services in accordance with Chapter 365.171 - 365.172, Florida Statutes.

Major Services

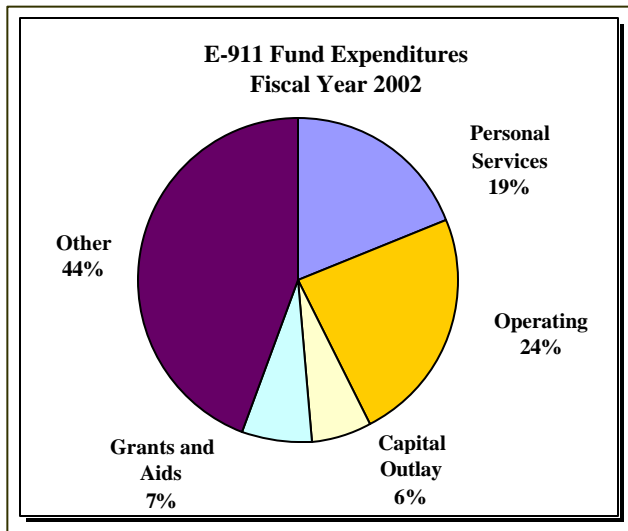
The Emergency 911 Fund consists of the following major function:

- ? Emergency & Disaster Relief Services

Revenue Structure

Major revenue sources are:

	FY 2002	FY 2003
	<u>Thousands</u>	<u>Thousands</u>
Emergency Service Fees	\$932.2	\$954.0
Miscellaneous Revenue	39.0	40.0
Fund Balance/Other Sources	691.9	706.5

**Emergency 911 Fund (Continued):****Expenditure Structure**

Emergency 911 Fund appropriations are distributed as follows:

	FY 2002 Thousands	FY 2003 Thousands
Personal Services	\$309.6	\$325.0
Operating Expenses	403.0	404.6
Capital Outlay	91.9	20.6
Grants and Aids	109.0	119.0
Other Uses/Reserves	749.6	831.3

Fiscal Year 2002 appropriations for Operating Expenses will decrease 8.7%. Capital Outlay will decrease 71%. Grants and Aids will increase \$41,000 due to requests for new PSAPs. Reserves will increase 154%.

Resort/Development Tax

Fund: **FY 2002 - \$1,443,523**
FY 2003 - \$1,362,896

Description

To account for revenues and expenditures of the Tourist Development Tax in accordance with Chapter 125.0104, Florida Statutes and County Ordinance 1984-7. A majority vote of the qualified electors of the County approved this local option tax November 6, 1984.

Major Services

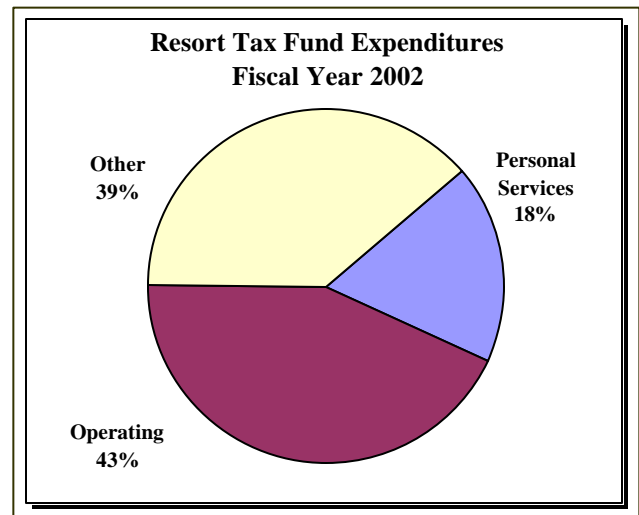
The Resort/Development Tax Fund consists of the following major function:

? Tourism

Revenue Structure

Major revenue sources are:

	FY 2002 Thousands	FY 2003 Thousands
Local Option Resort Tax	\$736.9	\$810.6
State Grant Revenue	3.5	-
Charges for Services	1.0	1.0
Miscellaneous Revenue	35.0	33.0
Fund Balance/Other Sources	667.1	518.3

**Expenditure Structure**

Resort/Development Tax Fund appropriations are distributed as follows:

	FY 2002 Thousands	FY 2003 Thousands
Personal Services	\$261.8	\$274.9
Operating Expenses	621.2	583.4
Other Uses/Reserves	560.5	504.6

The new Cultural, Heritage, and Natural Tourism Division administration section was added late in FY 2001. Accordingly, Fiscal Year 2002 appropriations will increase for Personal Services by 25%. Operating Expenses will increase 1%. Two vehicles were purchased in FY 2001, but there is no Capital Outlay budgeted for FY 2002. Reserves will increase 7%.

**Affordable Housing Trust**

Fund: **FY 2002 - \$3,272,813**
FY 2003 - \$2,839,865

Description

To account for revenues received from the State Housing Initiative Partnership Program (SHIP) pursuant to Sections 420.9072 - 420.9079, Florida Statutes.

Major Services

The Affordable Housing Trust Fund consists of the following major function:
 ? Community Services/Housing

Revenue Structure

Major revenue sources are:

	FY 2002	FY 2003
	<u>Millions</u>	<u>Millions</u>
State Grant Revenue	\$1.84	\$1.80
Miscellaneous Revenue	.14	.14
Fund Balance/Other Sources	1.29	.90

Expenditure Structure

Affordable Housing Trust Fund appropriations are distributed as follows:

	FY 2002	FY 2003
	<u>Millions</u>	<u>Millions</u>
Personal Services	\$.13	\$.14
Operating Expense	.04	.03
Grants & Aids	3.10	2.67

The Fiscal Year 2002 appropriations will increase 8% for Personal Services. Capital Outlay and Grants and Aids will decrease slightly.

Section 8 Housing Fund: FY 2002 - \$1,753,840
FY 2003 - \$1,687,851

Description

To account for revenues and expenditures for federally funded housing assistance to low income persons in accordance with a grant from the U.S. Department of Housing and Urban Development.

Major Services

The Section 8 Housing Fund consists of the following major function:
 ? Community Services/Housing

Revenue Structure

Major revenue sources are:

	FY 2002	FY 2003
	<u>Millions</u>	<u>Millions</u>
Federal Grant Revenue	\$1.46	\$1.54
Miscellaneous Revenue	.03	.03
Fund Balance/Other Sources	.26	.12

Expenditure Structure

Section 8 Housing Fund appropriations are distributed as follows:

	FY 2002	FY 2003
	<u>Millions</u>	<u>Millions</u>
Personal Services	\$.18	\$.19
Operating Expenses	.06	.06
Grants and Aids	1.26	1.32
Other Uses/Reserves	.25	.12

Fiscal Year 2002 appropriations will increase 42% for Personal Services. Operating Expenses will increase \$39,249. Grants and Aids will increase slightly. Reserves will decrease 39%.

Special District Municipal Service
Benefits Units (MSBU) Funds:

FY 2002 - \$575,776

FY 2003 - \$615,329

Description

To account for the financing of public improvements and services deemed to benefit the properties against which special assessments are levied in accordance with Chapter 125, Florida Statutes.

Major Services

The MSBU Funds consist of the following major functions:

- ? Road & Street Lighting
- ? Municipal Services



Special District Municipal Service Benefits Units (MSBU) Funds (Continued):

Revenue Structure

Major revenue sources are :

	FY 2002 <u>Thousands</u>	FY 2003 <u>Thousands</u>
Miscellaneous Revenues	\$458.4	\$491.4
Fund Balance/Other Sources	117.4	123.9

Expenditure Structure

The MSBU Funds appropriations are distributed as follows:

	FY 2002 <u>Thousands</u>	FY 2003 <u>Thousands</u>
Operating Expenses	\$399.9	\$415.9
Other Uses/Reserves	175.9	199.4

Fiscal Year 2002 appropriations will remain relatively flat for these funds.

Law Enforcement

Trust Fund:	FY 2002 - \$2,500
	FY 2003 - \$2,500

Description

To account for the proceeds from the sale of confiscated property in accordance with Chapter 932.704, Florida Statutes. All funds are budgeted to the Sheriff for training and education.

Major Services

The Law Enforcement Trust Fund consists of the following function:

? Law Enforcement

Revenue Structure

Major revenue sources are:

	FY 2002 <u>Thousands</u>	FY 2003 <u>Thousands</u>
Miscellaneous Revenue	\$.5	\$.5
Fund Balance/Other Sources	2.0	2.0

Expenditure Structure

Law Enforcement Trust Fund appropriations are distributed as follows:

	FY 2002 <u>Thousands</u>	FY 2003 <u>Thousands</u>
Capital Outlay	\$2.5	\$2.5

Fiscal Year 2002 appropriations will decrease. By Florida Statute, this Fund is budgeted based on actual dollars carried forward at the beginning of each year. Amendments are made through resolution as confiscated property is received by the County throughout the year.

Criminal Justice Trust

Fund:	FY 2002 - \$182,000
	FY 2003 - \$182,000

Description

To account for revenues and expenditures for approved advanced training program courses for criminal justice personnel pursuant to Chapter 943.25, Florida Statutes. The revenues are from additional amounts assessed on fines, penalties and court costs.

Major Services

The Criminal Justice Trust Fund is the depository for Fines and Forfeits collected by the County.

Revenue and Expenditure Structure

The revenue source is from Fines and Forfeits assessed by the judiciary. The only expenditure is a transfer to the General Fund at the end of each fiscal year for all funds collected and deposited in the fund.

Fiscal Year 2002 appropriations will remain relatively flat.



County Sales Tax Fund: FY 2002 - \$11,537,331
FY 2003 - \$ 3,496,634

Description

To account for revenues collected from the discretionary infrastructure sales surtax pursuant to Chapter 87-239, Laws of Florida. A majority vote, on November 3, 1987, of the qualified electors of the County approved a referendum permitting the County to levy this one-cent tax.

Major Services

The County Sales Tax Fund consists of the following major function:

- ? Funding of Lake County Infrastructure and Debt Service

Revenue Structure

Major revenue sources are:

	FY 2002	FY 2003
	<u>Millions</u>	<u>Millions</u>
Infrastructure Surtax	\$11.500	\$3.074
Miscellaneous Revenues	.001	.001
Fund Balance/Other Sources	.036	.421

Expenditure Structure

FY 2002 and FY 2003 County Sales Tax Fund appropriations are Transfers to Other Funds, which account for the total budget.

Because this funding source sunsets December 2002, the FY 2003 is considerably reduced. Subsequent to the adoption of the FY 2002 budget, the issue of the renewal of this tax was voted on in November 2001. The citizens approved the renewal for another 15-year period. The FY 2003 budget will be adjusted based on that approval.

Lake County Pollution

Recovery Fund: FY 2002 - \$26,431
FY 2003 - \$ 8,211

Description

To account for revenues collected as civil penalties and through enforcement actions against violators of Chapters 6 and 9, Land Development Regulations in accordance with Chapter 93-344, Laws of Florida.

Major Services

The Lake County Pollution Recovery Fund consists of the following major function:

- ? Conservation and Resource Management

Revenue Structure

Major revenue sources are:

	FY 2002	FY 2003
	<u>Thousands</u>	<u>Thousands</u>
Fines and Forfeits	\$ 1.0	\$ 1.0
Miscellaneous Revenue	.4	.4
Fund Balance/Other Sources	25.0	6.8

Expenditure Structure

Lake County Pollution Recovery Fund appropriations are distributed as follows:

	FY 2002	FY 2003
	<u>Thousands</u>	<u>Thousands</u>
Capital Outlay	\$19.5	\$4.9
Other Uses/Reserves	6.9	3.3

The Lake County Pollution Recovery Fund monies obtained are to be used to restore the polluted area that was the subject of the violation to its former condition, enhance pollution control activities in Lake County, or purchase pollution control equipment for Lake County.

**Lake County Code**

Enforcement Liens Fund: **FY 2002 - \$68,975**
 FY 2003 - \$34,690

Description

To account for revenues collected for zoning violation fines in accordance with Chapter 162, Florida Statutes.

Major Services

The Lake County Code Enforcement Liens Fund consists of the following major function:
 ? Protective Inspection

Revenue Structure

Major revenue sources are:

	FY 2002 <u>Thousands</u>	FY 2003 <u>Thousands</u>
Fines and Forfeits	\$10.0	\$10.0
Miscellaneous Revenue	.5	.2
Fund Balance/Other Sources	58.5	24.5

Expenditure Structure

Lake County Code Enforcement Liens Fund appropriations are distributed as follows:

	FY 2002 <u>Thousands</u>	FY 2003 <u>Thousands</u>
Capital Outlay	\$69.0	\$34.7

This fund was created in Fiscal Year 2001. The zoning violation fines collected are used to defray the cost for the County to bring property up to code that the County has foreclosed on for those violations. The properties will then be sold and, therefore, returned to the tax rolls.

Building Services Fund: **FY 2002 - \$4,363,423**
 FY 2003 - \$4,147,370

Description

To account for revenues and expenditures for Building Services. This fund includes revenues from building permits and contractor licenses.

Major Services

The Building Services Fund consists of the following major function:

? Protective Inspection

Revenue Structure

Major revenue sources are:

	FY 2002 <u>Millions</u>	FY 2003 <u>Millions</u>
Licenses and Permits	\$4.13	\$4.00
Charges for Services	.12	.12
Fines and Forfeits	.01	.01
Miscellaneous Revenue	.02	.02
Fund Balance/Other Sources	.09	-

Expenditure Structure

Building Services Fund appropriations are distributed as follows:

	FY 2002 <u>Millions</u>	FY 2003 <u>Millions</u>
Personal Services	\$2.84	\$2.96
Operating Expenses	.50	.45
Capital Outlay	.13	.08
Other Uses/Reserves	.89	.65

This fund was created in Fiscal Year 2001 in order to separate this activity from the General Fund. Fiscal Year 2002 appropriations remain relatively flat for Personal Services and Operating Expenses. Capital Outlay decreased 67%.

Lake County Fire

Control Fund: **FY 2002 - \$14,405,669**
 FY 2003 - \$ 9,965,604

Description

To account for the revenues and expenditures for Countywide consolidated fire protection. County Ordinance 1990-29 created this Municipal Taxing Unit.

Major Services

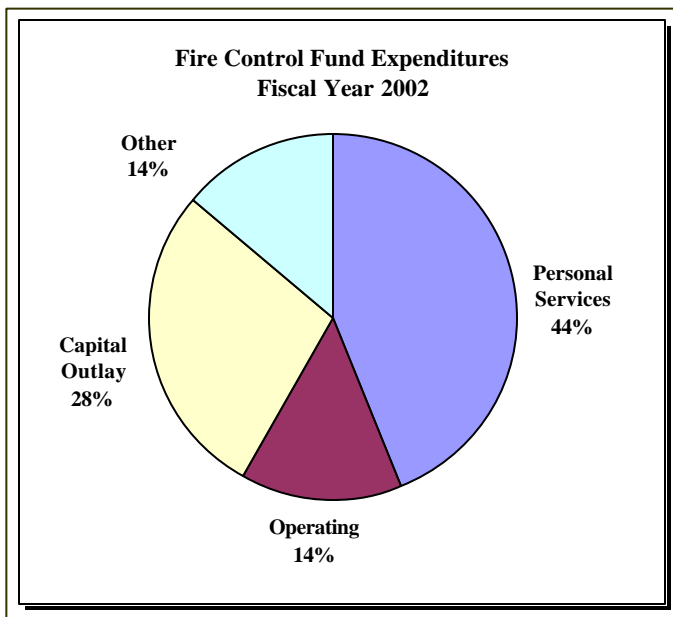
The Lake County Fire Control Fund consists of the following function:

? Fire and Rescue

**Lake County Fire Control Fund (Continued) :****Revenue Structure**

Major revenue sources are:

	FY 2002 <u>Millions</u>	FY 2003 <u>Millions</u>
Fire Structure Tax	\$7.44	\$7.81
Intergovernmental Revenue	.06	.02
Charges for Services	.03	.03
Miscellaneous Revenues	.42	.42
Fund Balance/Other Sources	6.45	1.69

**Expenditure Structure**

The Lake County Fire Control Fund appropriations are as follows:

	FY 2002 <u>Millions</u>	FY 2003 <u>Millions</u>
Personal Services	\$6.31	\$6.64
Operating Expenses	2.03	2.06
Capital Outlay	4.06	.63
Other Uses/Reserves	2.00	.64

Fire Services Impact Fees

Trust Fund: **FY 2002 - \$1,724,766**
 FY 2003 - \$ 622,910

Description

To account for impact fees on land developed in Lake County for the provision of fire services capital facilities necessitated by new development, pursuant to Ordinance 1996-34.

Major Services

The Fire Services Impact Fees Trust Fund consists of the following major function:
 ? Fire and Rescue

Revenue Structure

Major revenue sources are:

	FY 2002 <u>Millions</u>	FY 2003 <u>Millions</u>
Fire Impact Fee	\$.39	\$.40
Fund Balance/Other Sources	1.33	.22

Expenditure Structure

The Fire Services Impact Fees Trust Fund appropriations are distributed as follows:

	FY 2002 <u>Millions</u>	FY 2003 <u>Millions</u>
Operating Expenses	\$.03	\$ -
Capital Outlay	1.44	.36
Other Uses/Reserves	.25	.26

Several equipment purchases were not completed by year-end; therefore, the funds were carried forward to FY 2002. Revenues for this fund are projected to be relatively flat.

**DEBT SERVICE FUNDS****Sales Tax Bond Debt**

Service Fund: **FY 2002 - \$7,824,327**
FY 2003 - \$4,355,027

The Sales Tax Bond Debt Service Fund appropriations are as follows:

Description

To accumulate monies for payment of the \$35,500,000 Sales Tax Revenue Refunding Bond Issue of 1992. Financing is provided by the one-cent infrastructure sales surtax collected pursuant to Chapter 87-239, Florida Statutes.

	FY 2002 <u>Millions</u>	FY 2003 <u>Millions</u>
Debt Payment	\$4.29	\$4.29
Other Uses/Reserves	3.53	.06

The debt will be satisfied by the end of FY 2003.

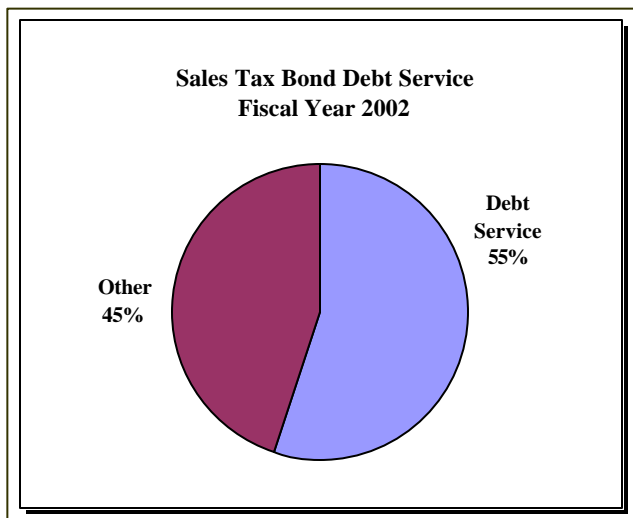
Major Services

The Sales Tax Bond Debt Service Fund consists of the following major function:
 ? Debt Service Payments

Revenue Structure

Major revenue sources are:

	FY 2002 <u>Millions</u>	FY 2003 <u>Millions</u>
Miscellaneous Revenue	\$.07	\$.07
Fund Balance/Other Sources	7.75	4.28

Expenditure Structure**Pari-Mutuel Revenues**

Replacement Bond Fund: FY 2002 - \$4,263,821
FY 2003 - \$ 307,667

Description

The County issued \$4,400,000 in bonds to provide funds to finance the cost of acquisition, construction and equipping of certain capital improvements to be made within the County. The bonds are secured by a pledge of sales tax revenues received by the County as a replacement of the funds previously distributed under Chapter 550, Florida Statutes, from racetrack and jai alai fronton revenues.

Major Services:

The Pari-Mutuel Revenues Replacement Bond Fund consists of the following major function:
 ? Debt Service Payments

Revenue Structure

Major revenue sources are:

	FY 2002 <u>Millions</u>	FY 2003 <u>Millions</u>
Racing Tax	\$.30	\$.30
Miscellaneous Revenues	.01	.01
Fund Balance/Other Sources	3.95	-

Expenditure Structure

The Pari-Mutuel Revenues Replacement Bond Fund appropriations are distributed as follows:

	FY 2002 <u>Millions</u>	FY 2003 <u>Millions</u>
Capital Outlay	\$3.97	\$.01
Debt Service	.29	.30

**CAPITAL PROJECTS FUNDS****Sales Tax Capital**

Projects Fund: **FY 2002 - \$19,168,777**
 FY 2003 - \$ 7,115,471

Description

To account for construction of various capital projects using infrastructure sales surtax revenues.

Major Services

The Sales Tax Capital Project Fund consists of the following major functions:

? General Government Buildings Projects

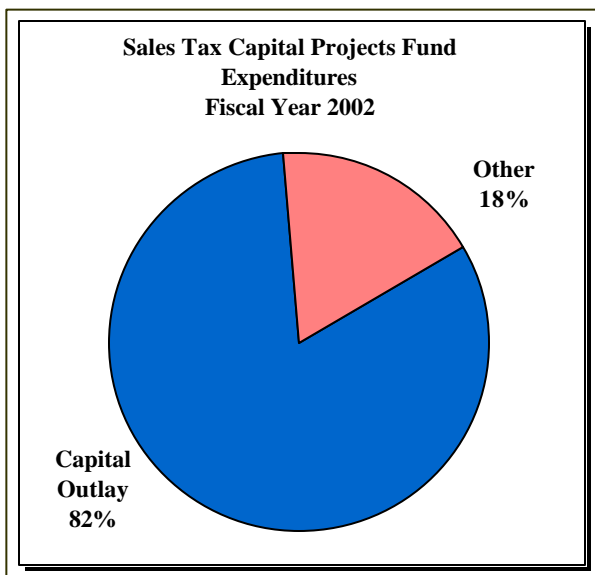
Revenue Structure

Major revenue sources are:

	FY 2002 <u>Millions</u>	FY 2003 <u>Millions</u>
Miscellaneous Revenues	\$.10	\$.05
Fund Balance/Other Sources	19.07	7.06

Expenditure Structure

The Sales Tax Capital Projects Fund appropriations are distributed as follows:

**Expenditure Structure**

	FY 2002 <u>Millions</u>	FY 2003 <u>Millions</u>
Capital Outlay	\$15.69	\$2.68
Other Uses/Reserves	3.48	4.43

The main funding source for these projects is the infrastructure sales tax which sunsets December 2002. Subsequent to the adoption of the FY 2002 budget, the 15-year renewal of this tax was voted on and approved by the citizens of Lake County in November 2001. The FY 2003 budget will need to be revised to include this renewal.

Parks Capital Projects

Fund: **FY 2002 - \$660,517**
 FY 2003 - \$ 51,000

Description

To account for expenditures related to the construction and improvement of County park projects.

Major Services

The Parks Capital Projects Fund consists of the following major function:

? Parks and Recreation

Revenue Structure

Major revenue sources are:

	FY 2002 <u>Thousands</u>	FY 2003 <u>Thousands</u>
Miscellaneous Revenues	\$ 1.0	\$ 1.0
Fund Balance/Other Sources	659.5	50.0

Expenditure Structure

The Parks Capital Projects Fund appropriations are distributed as follows:

	FY 2002 <u>Thousands</u>	FY 2003 <u>Thousands</u>
Operating Expenses	\$131.8	\$ -
Capital Outlay	513.7	35.0
Other Uses/Reserves	15.0	16.0

Fiscal Year 2002 appropriations are mainly carryforwards from FY 2001 for uncompleted projects. Because of the lack of funding at this time, the FY 2003 expenditures decrease substantially.

**ENTERPRISE FUNDS****Landfill Enterprise**

Funds: **FY 2002 - \$29,787,454**
FY 2003 - \$29,315,897

Description

To account for the revenues, expenses, and fixed assets associated with the operation of the Lake County Landfills.

Major Services

The Landfill Enterprise Fund consists of the following major functions:

- ? Garbage/Solid Waste Disposal
- ? Conservation & Resource Management
- ? Recycling Programs and Education
- ? Residential Drop-Offs
- ? Solid Waste Capital Projects
- ? Landfill Closures and Long-Term Care

Revenue Structure

Major revenue sources are:

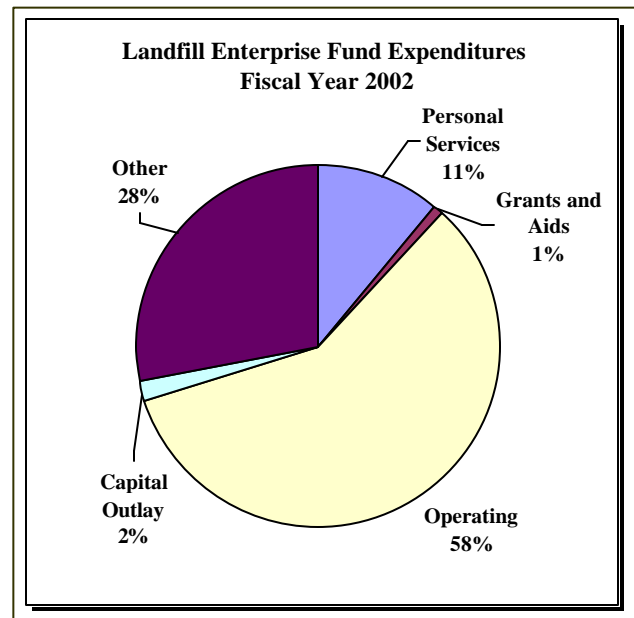
	FY 2002	FY 2003
	<u>Millions</u>	<u>Millions</u>
Franchise Fees	\$.2	\$.2
Landfill Services	17.0	18.2
Grants Revenue	.1	-
Miscellaneous Revenue	.6	.6
Fund Balance/Other Sources	11.9	10.3

Expenditure Structure

Landfill Enterprise Fund appropriations are distributed as follows:

	FY 2002	FY 2003
	<u>Millions</u>	<u>Millions</u>
Personal Services	\$ 2.3	\$ 2.6
Operating Expenses	12.9	11.9
Capital Outlay	1.2	3.4
Debt Service	1.9	1.9
Grants and Aids	.2	.2
Other Uses/Reserves	11.3	9.3

Fiscal Year 2002 appropriations will increase 10% for Personal Services. Operating Expenses will decrease 4%. Capital Outlay will decrease 57%. Grants and Aids will remain relatively flat. Reserves will decrease 24%.



INTERNAL SERVICE FUNDS

Insurance Funds:	FY 2002 - \$9,119,200
	FY 2003 - \$8,352,234

Description

To account for the revenues and expenses of the County's insurance programs.

Major Services

The Insurance Fund consists of the following major functions:

- ? Employee Group Benefits
- ? Risk Management: Property and Casualty

Revenue Structure

Major revenue sources are:

	FY 2002	FY 2003
	<u>Millions</u>	<u>Millions</u>
Insurance Contributions	\$5.0	\$5.0
Miscellaneous Revenue	.2	.2
Fund Balance/Other Sources	3.9	3.1

Expenditure Structure

Insurance Fund appropriations are as follows:

	FY 2002	FY 2003
	<u>Millions</u>	<u>Millions</u>
Operating Expenses	\$5.7	\$ 6.2
Other Uses/Reserves	3.4	2.1

The County is self-insured for property and casualty, workers compensation, and health benefits, with stop loss policies in place.

The Property and Casualty Fund experienced an overall premium increase of 20% for Fiscal Year 2002. The claims budget for property and casualty and workers compensation were increased based on experience and the expected addition of three new fire houses and their staff between FY 2002 and 2004.

Medical and pharmacy costs are increasing 12% - 15% annually nationwide. The Employee Group Benefits Fund is expected to break even for FY

2002 and decrease reserves for FY 2003 by \$832,000 to \$1.25 million.

Fleet Maintenance

Fund:	FY 2002 - \$1,614,070
	FY 2003 - \$1,647,292

Description

To account for the revenues and expenses of maintaining and repairing County equipment and vehicles.

Major Services

The Fleet Maintenance Fund consists of the following major Function:

- ? Equipment and Vehicle Repair & Maintenance

Revenue Structure

Major revenue sources are:

	FY 2002	FY 2003
	<u>Millions</u>	<u>Millions</u>
Charges for Services	\$1.204	\$1.257
Fund Balance/Other Sources	.409	.389

Expenditure Structure

The Fleet Maintenance Fund appropriations are distributed as follows:

	FY 2002	FY 2003
	<u>Millions</u>	<u>Millions</u>
Personal Services	\$.517	\$.542
Operating Expenses	1.016	1.083
Capital Outlay	.062	.003
Other Uses/Reserves	.018	.018

The continuing challenge for this fund is self-sufficiency and competitive pricing with private industry, especially with passenger-type vehicles. In order to balance this fund, the fund relies on a transfer in of dollars from the County Transportation Trust (CTT) Fund.

**FIDUCIARY FUNDS****Animal Shelter Trust**

Fund: **FY 2002 - \$67,545**
FY 2003 - \$71,845

Description

To account for the receipt and disbursement of contributions to the County's Animal Shelter.

Major Services

The Animal Shelter Trust Fund consists of the following major function:

? Housing of Stray and Problem Animals

Revenue Structure

Major revenue sources are:

	FY 2002 <u>Thousands</u>	FY 2003 <u>Thousands</u>
Miscellaneous Revenue	\$ 7.0	\$ 7.8
Fund Balance/Other Sources	60.5	64.0

Expenditure Structure

The Animal Shelter Trust Fund appropriations are:

	FY 2002 <u>Thousands</u>	FY 2003 <u>Thousands</u>
Operating Expenses	\$ 3.5	\$ 3.5
Other Uses/Reserves	64.0	68.3

FY 2002 appropriations will remain relatively flat.

Employee Benefits Fund: **FY 2002 - \$6,179**
FY 2003 - \$1,585

Description

To account for the receipt and disbursement of commissions obtained from vending machines located on County property.

Major Services

The Employee Benefits Fund consists of the following major function:

? Funding for Yearly Employee Picnic, Christmas Luncheon, Health Fair

Revenue Structure

The only revenue source is Concessions (100%).

Expenditure Structure

FY 2002 Employee Benefits Fund appropriations are \$6,179 or 100% for Operating Expenses.

FY 2003 appropriations will be 100% for Operating Expenses.

Countywide Library

Trust Fund: **FY 2002 - \$3,953,920**
FY 2003 - \$4,125,549

Description

To account for the State, Local and County revenues and expenditures received and disbursed on behalf of the Countywide Library System.

Major Services

The Countywide Library Trust Fund consists of the following major functions:

? Library Services

? State Aid to Libraries

Revenue Structure

Major revenue sources are:

	FY 2002 <u>Millions</u>	FY 2003 <u>Millions</u>
Grant Revenue	\$.35	\$.44
Transfers and Other Sources	3.59	3.69

Expenditure Structure

Countywide Library Trust Fund appropriations are distributed as follows:

	FY 2002 <u>Millions</u>	FY 2003 <u>Millions</u>
Personal Services	\$1.74	\$1.85
Operating Expenses	1.57	1.58
Capital Outlay	.62	.67
Other Uses/Reserves	.02	.02

FY 2002 Budget will increase to accommodate expenses for three new libraries.

**DEBT OBLIGATIONS****GENERAL**

Various Florida Statutes control the issuance of bonds by the County. Generally, the County may issue bonds for projects which it deems are in its best interest. Such bonds may be authorized by resolution indicating the amount and purpose of the bonds, interest rate, and repayment terms. General obligation bonds require approval by a majority of the voters in the County. These bonds are secured by the full faith and credit of the County, which means there is a pledge of the County's general taxing power for the repayment of the debt. Lake County does not have any general obligation debt outstanding.

SUMMARY OF DEBT OBLIGATIONS

	Sales Tax Refunding Revenue Bonds Series 1992	Sales Tax Revenue Bonds (Pari-Mutuel Revenues Replacement Program) Series 2000	Solid Waste Line of Credit	Capital Improvements Line of Credit
Date Issued	1992	2000	1993 and 1996	1994
Pledged Revenue	Infrastructure Sales Tax	Sales Tax distributed as a replacement for Racetrack and Jai Alai Fronton Revenues	Solid Waste System Net Revenues (1 st pledge) Infrastructure Sales Tax (2 nd pledge)	Land Sales and Covenant to Budget and Appropriate
Outstanding At 9/30/01	\$8,105,000	\$4,305,000	\$13,000,000	\$0
Interest Rate	5.625% to 5.75%	4.25% to 5.30%	2.52% to 4.98% during 2001 Variable Rate (LIBOR)	2.95% to 5.05% during 2001 Variable (LIBOR)
Annual Payment	Range from \$3,940,000 to \$4,165,000	Range from \$295,625 to \$297,615	Interest Only	Interest Only
Final Maturity	2002	2030	2002	2001
Purpose	New Jail, Judicial Center, Landfill Improvements	Recreational Improvements	Landfill closure and other costs	Improvements at Ford Central Park, Sales Tax Projects
Payment Dates	June 1 December 1	April 1 October 1	April 1 October 1	June 1 December 1



DESCRIPTION OF OUTSTANDING DEBT

Sales Tax Refunding Revenue Bonds, Series 1992

On January 29, 1992, the County issued \$35,995,000 in bonds to advance refund \$32,535,000 of outstanding 1987 Sales Tax Revenue Bonds. The bonds are payable solely from the County's share of the Local Government Infrastructure Sales Surtax levies pursuant to Florida Statutes. Interest rates vary from 5.625% to 5.75% with annual serial payments ranging from \$3,940,000 to \$4,165,000 through 2003.

Sales Tax Bonds (Pari-Mutuel Revenues Replacement Program)

The County issued \$4,400,000 in bonds to provide funds to finance the cost of acquisition, construction and equipping of certain capital improvements to be made within the the County, including the acquisition of land for a regional park and various walking and biking trails. The bonds are secured by a pledge of sales tax revenues received by the County as a replacement of the funds previously distributed under Chapter 550, Florida Statutes, from racetrack and jai alai fronton revenues. Bond principal payments are due in annual installments beginning October 1, 2001 continuing until October 1, 2019 with \$2,390,000 in term bonds due October 1, 2030. The serial bonds bear interest at rates ranging from 4.25% to 5.30%. The term bonds bear interest at 5.50%.

Solid Waste Line-of-Credit

On December 21, 1993, the County entered into a \$19 million bank line-of-credit agreement, which expired December 31, 1998, to finance the acquisition, construction and equipping of certain capital improvements to the County's solid waste system. At the same time, an initial draw of \$10 million was executed as evidenced by a note agreement. A second draw of \$9 million was made January 18, 1995. The repayment terms for the notes are interest payable semi-annually on April 1 and October 1 of each year, with the principal due in full at maturity on December 31, 1998. The principal may be repaid at any time. The interest rate is adjusted every 90 days based upon the 90-day London Interbank Offered Rate (LIBOR) and ranged from 4.14% to 5.04% during 2001. The note is secured by the net revenues of the system, sales tax revenues (junior lien to the Sales Tax Refunding Revenue Bonds pledge), proceeds of the notes, and proceeds of debt issued by the County to refund the notes. The amount outstanding at September 30, 2001 was \$14,500,000 and interest expense paid during the year was \$717,948. No interest was capitalized during the year. On December 31, 2000, the line-of-credit agreement was extended until December 31, 2002 at essentially the same terms.

NOTE:

During 1989, the County issued \$70,000,000 in Adjustable Tender (Series 1988A) and \$9,000,000 in Taxable Mandatory Tender Obligation (Series 1988B) Resource Recovery Industrial Development Revenue Bonds to finance the construction of a solid waste disposal/resource recovery facility to be located in the County and to be owned and operated by NRG/Recovery Group, Inc. Pursuant to a loan agreement between the County and NRG, NRG has agreed to pay the principal, redemption premium, if any, and interest on the bonds when due. The loan agreement thus creates a security interest in, among other receipts, the service fees generated from the County to NRG pursuant to a Service Agreement to operate the facility. The facility was mortgaged to the County to secure the Loan Agreement.

The bonds were issued pursuant to the Florida Industrial Development Financing Act and do not constitute or create in any manner a debt, liability, or obligation of, or a pledge of the faith and credit of Lake County.

On October 14, 1993, the County issued \$69,615,000 in Series 1993A Tax Exempt and \$7,935,000 in Series 1993B Taxable Resource Recovery Industrial Development Refunding Revenue Bonds to refund the outstanding bonds mentioned above. Upon the issuance of the refunding bonds, the County received draws on letters of credit relating to the 1988 Series A and B bonds, which were deposited into separate escrow deposit accounts. The escrow agent used these funds to redeem the refunded bonds on November 4, 1993. Proceeds of the Series 1993 Bonds, together with other available funds, were used to reimburse the bank for the amounts drawn on the letters of credit.

**EFFECT OF EXISTING DEBT ON CURRENT AND FUTURE OPERATIONS**

The effect of debt on the 2002 operating budget is \$4,010,000 in principal payments and \$1,029,000 in interest payments for a total of \$5,039,000.

The effect of debt on future operations can be summarized as follows:

1. For fixed rate long-term debt, the total payments due at September 30, 2001, including interest is secured by pledged revenues available to the County during the term of the debt issues.
2. On December 31, 2000, the County paid \$1.5 million on the Solid Waste Line-of-Credit, leaving a balance of \$13.0 million, which is due on December 31, 2002. At that time, the County will either extend the debt or convert to long-term debt.

LONG-TERM DEBT

The Board of County Commissioners authorizes the issuance of long-term debt by adoption of a resolution for projects that will require financing over a period of more than one year. All long-term debt, except capital lease obligations, are payable from a particular revenue source. Principal and interest on capital leases is appropriated out of operating expenses each year. There are no capital lease obligations for the BCC at this time.

SCHEDULE OF CHANGES IN LONG-TERM DEBT

	9/30/00 Beginning Balance	Additions	Payments	9/30/01 Ending Balance	Interest and Misc Expenses
Revenue Bonds Payable:					
Fund 241	\$ 11,840,000	\$ -	\$ 3,735,000	\$ 8,105,000	\$ 564,300
Special Obligation Bonds Payable:					
Fund 251	155,000	-	155,000	-	4,900
Capital Leases:					
Fund 001	5,352	-	5,352	-	200
Sales Tax Bonds (Pari-Mutuel Revenues Replacement Program	-	4,400,000	95,000	4,305,000	201,000
Capital Improvements Line-of-Credit:					
Fund 301	1,700,000	-	1,700,000	-	121,900
Solid Waste Line-of-Credit:					
Fund 420	14,500,000	-	1,500,000	13,000,000	560,000
TOTAL	\$ 28,200,352	\$ 4,400,000	\$ 7,190,352	\$ 25,410,000	\$ 1,452,300



LEGAL DEBT LIMITS

Legal debt margin refers to the maximum amount of outstanding gross or net debt legally permitted. There are no legal limits on the amount of debt that can be issued by the County.

The following is a schedule of principal and interest payments for the various debt obligations of the County.

Sales Tax Refunding Revenue Bonds

<u>FISCAL YEAR</u>	<u>PRINCIPAL</u>	<u>INTEREST</u>	<u>TOTAL</u>
2002	\$ 3,940,000	\$ 350,300	\$ 4,290,300
2003	<u>4,165,000</u>	<u>119,744</u>	<u>4,284,744</u>
TOTAL	<u>\$ 8,105,000</u>	<u>\$ 470,044</u>	<u>\$ 8,575,044</u>

Sales Tax Revenue Bonds (Pari-Mutuel Revenues Replacement Program)

<u>FISCAL YEAR</u>	<u>PRINCIPAL</u>	<u>INTEREST</u>	<u>TOTAL</u>
2002	\$ 70,000	\$ 224,523	\$ 294,523
2003	75,000	221,513	296,513
2004	75,000	218,288	293,288
2005	80,000	214,987	294,987
2006	85,000	211,387	296,387
Thereafter	<u>3,920,000</u>	<u>3,166,575</u>	<u>7,086,575</u>
TOTAL	<u>\$ 4,305,000</u>	<u>\$ 4,257,273</u>	<u>\$ 8,562,273</u>

Recap Activity on Line-of Credit Payable

Landfill Enterprise Fund
As of September 30, 2001

	<u>Payable</u>	<u>Interest Expense</u>
Balance - 9/30/00	\$14,500,000	\$ -
Interest from 10/01/00 to 03/31/01	-	331,903
Principal payment - 12/27/00	(1,500,000)	-
Interest from 04/01/01 to 09/30/01	<u>-</u>	<u>381,265</u>
Balance - 09/30/01	<u>\$13,000,000</u>	<u>\$713,168</u>



A “property tax” is also known as an “ad valorem tax”, and is based on the assessed value of the property. The ad valorem tax rate is expressed as a “mill”. A mill is equal to \$0.001. The rate at which the tax is charged is known as the “millage rate”. Lake County levies three ad valorem taxes: (1) Countywide; (2) Lake County Ambulance District; and (3) Stormwater Management for unincorporated.

The following are the millage rates that were adopted by the Board of County Commissioners for Fiscal Year 2002:

General Fund (Countywide)	5.117
Lake County Ambulance District	0.5289
Stormwater Management	0.300

An example of calculating a General Fund residential property tax is as follows: If the property is valued at \$125,000, and the property owner receives the \$25,000 homestead exemption, the Lake County countywide property taxes (ad valorem) taxes for Fiscal Year 2002 would be 5.117 per \$1,000, for a total of \$511.70.

Lake County Property Tax Rates
Five-Year History

Fiscal Year	Countywide (General Fund) Millage Rate	Lake County Ambulance District Millage Rate	Lake County Stormwater Mgt. Millage Rate
2002	5.117	.5289	.300
2001	5.117	.316	.200
2000	4.733	.268	.100
1999	4.733	.158	N/A
1998	4.733	.158	N/A

Property taxes account for about 66% of the General Fund revenues (excluding the beginning fund balance.)

For every dollar spent in the General Fund...

PUBLIC SAFETY	48¢
Sheriff, Jail, Code Enforcement, Animal Control	
GENERAL GOVERNMENT	31¢
Clerk of Courts, Property Appraiser,	
Tax Collector and Supervisor of Elections	14¢
Administrative Functions	8¢
Facilities Maintenance	7¢
Growth Management	2¢
HEALTH AND WELFARE	7¢
Assistance to low-income residents for rent, utilities, food, medical bills; indigent burials; Children’s Services	
CULTURE AND RECREATION	7¢
Libraries, Parks, Fairgrounds, Historical Museum	
CONSERVATION AND RESOURCE MANAGEMENT	3¢
Aquatic Plant Management, Mosquito Control Management, Cooperative Extension, Lake Soil and Water Conservation, and Horticultural Learning Center	
ECONOMIC DEVELOPMENT	2¢
Job Growth Incentive Funding, Downtown Redevelopment Districts	
COURTS	2¢
State Attorney, Public Defender, Conflict Attorneys, Guardian Ad Litem, Court Reporters, and Circuit Judges	

SERVICES NOT FUNDED BY PROPERTY TAXES

The other 43 funds in the County budget receive monies set aside for specific functions. One example: the E-911 Fund, which uses the 50¢ charged on telephone bills to pay for related expenses. Some of the major funds include:

<u>FUND</u>	<u>FISCAL YEAR 2002 BUDGET</u>	<u>MAJOR FUNDING SOURCE</u>
County Transportation Trust (Roads, sidewalks, bridges)	\$ 13,917,979	Gas Tax
Emergency Services - unincorporated (137 fire and rescue staff, 150 volunteers)	14,405,669	Fire and Rescue Assessment
Sales Tax Capital Projects (Buildings, Sheriff patrol cars, libraries, roads)	19,168,777	Extra One-Cent Sales Tax
Solid Waste - unincorporated (Solid and hazardous waste, recycling)	21,285,655	Solid Waste Assessment



**SUMMARY OF AUTHORIZED FULL-TIME POSITIONS
LAST TEN FISCAL YEARS**

FY	BCC	Supervisor of Elections	Clerk	Tax Collector	Property Appraiser	Law Enforcement	Corrections	Judicial Bailiffs	Total
1993	374	5	114	40	23	192	205	15	968
1994	400	5	118	40	26	199	226	15	1,029
1995	435	5	125	42	26	208	226	15	1,082
1996	454	5	132	43	26	234	220	15	1,129
1997	444	5	134	47	26	245	228	16	1,145
1998	460	6	140	51	29	264	238	16	1,204
1999	515	6	143	57	29	277	242	16	1,285
2000	591	6	150	57	29	298	242	16	1,389
2001	646	6	165	58	30	313	243	16	1,477
2002	666	6	176	58	30	325	246	16	1,523

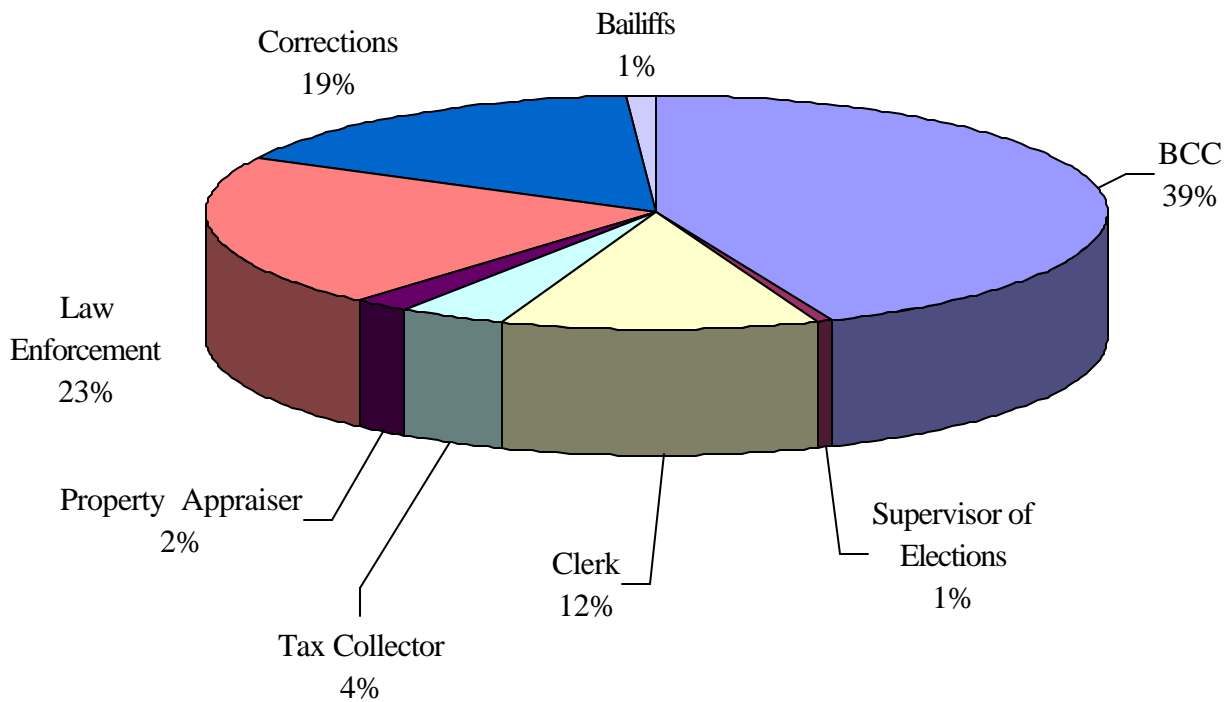
*Proposed full-time positions and does not include the Medical Examiner's Office

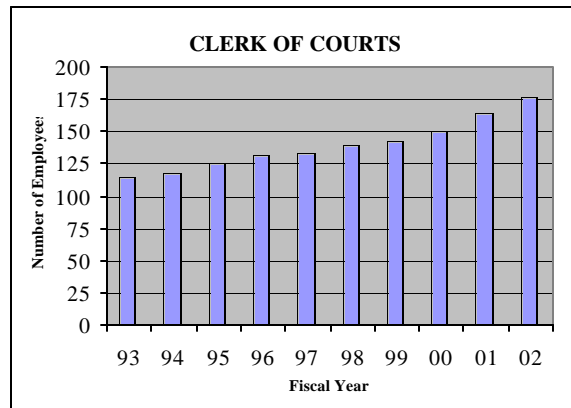
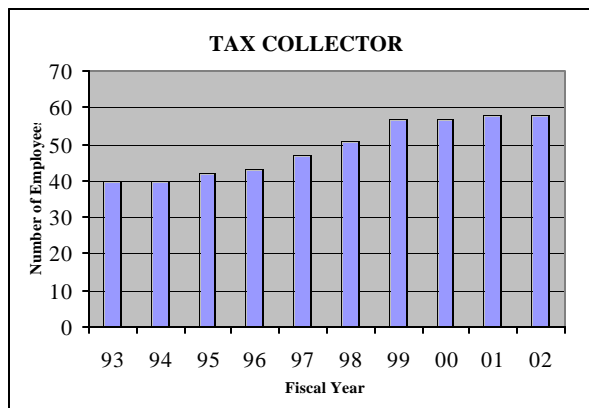
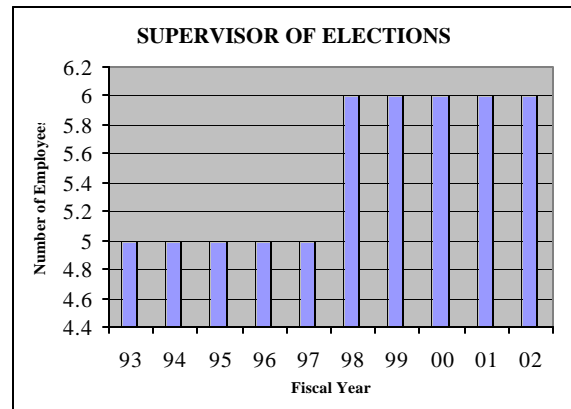
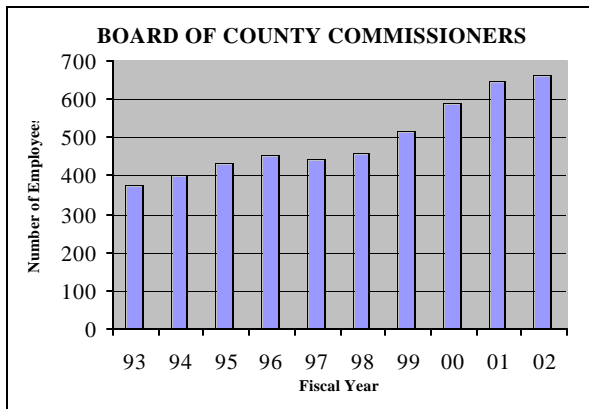
**HISTORY OF AUTHORIZED FULL-TIME POSITIONS
CONSTITUTIONAL OFFICES AND BOARD OF COUNTY COMMISSIONERS**

<u>CONSTITUTIONAL OFFICES</u>	<u>ADJUSTED FY 1998</u>	<u>ADJUSTED FY 1999</u>	<u>ADJUSTED FY 2000</u>	<u>ADJUSTED FY 2001</u>	<u>ADOPTED FY 2002</u>
Supervisor of Elections	6	6	6	6	6
Clerk of Courts	140	143	150	165	176
Tax Collector	51	57	57	58	58
Property Appraiser	29	29	29	30	30
Sheriff	518	535	556	572	587
Subtotal	744	770	798	831	857
<u>BCC DEPARTMENTS</u>	460	515	591	646	666
Total	1,204	1,285	1,389	1,477	1,523
Difference		81	104	88	134

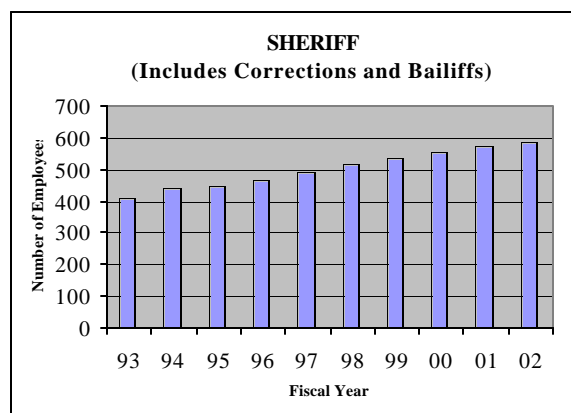
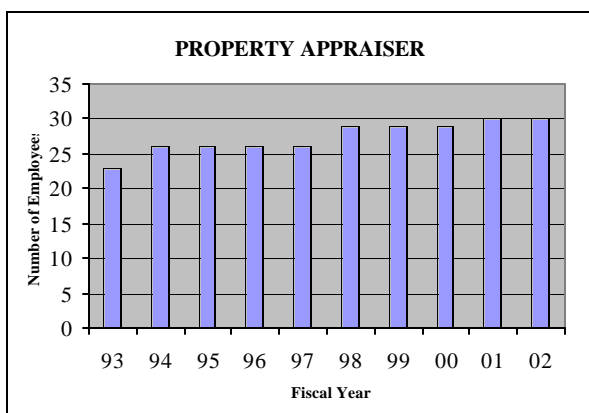


AUTHORIZED FULL-TIME POSITIONS FOR FISCAL YEAR 2002								
BCC	Sup. of Elections	Clerk of Courts	Tax Collector	Property Appraiser	Law Enforce.	Bailiffs	Corrections	Total
666	6	176	58	30	325	16	246	1,523





(Note: During FY 1992/93, the Probation Office was transferred to the BCC.)



(Note: In FY 93/94, Corrections personnel were transferred from the BCC to the Sheriff. During FY 94/95, the same was done with the Bailiffs. For comparison purposes, the Corrections and Bailiffs personnel are shown here for all years.)



Fiscal Years 2002 and 2003

Personnel Summary By Department

<u>DEPARTMENT</u>	<u>AUTHORIZED FULL-TIME FY 1999</u>	<u>AUTHORIZED FULL-TIME FY 2000</u>	<u>AUTHORIZED FULL-TIME FY 2001</u>	<u>ADOPTED FULL-TIME FY 2002</u>	<u>APPROVED FULL-TIME FY 2003</u>
County Administration:					
County Manager	4	4	3	3	3
EDC Coordinator	2	2	2	2	2
County Attorney	5	6	6	6	6
County Outreach Development	2	2.5	2.5	2.25	2.25
BCC Administrative Support	3	3	4	4	4
Total County Administration	16	17.5	17.5	17.3	17.3
Office of Human Resources:					
Personnel Services	5	5	5	5	5
Volunteer Program	1	1	1	1	1
Training & Development Program	1	1	1	1	1
Total Office of Human Resources	7	7	7	7	7
Department of Facilities and Capital Improvements:					
Fairgrounds*	4	2	2	1	1
Building Maintenance Services*	9	14	17	17	17
Jail Maintenance	6	6	8	8	8
Custodial Services	1	3	3	3	3
Energy Management Services	4	4	5	5	5
Historical Museum	1	1	0	0	0
Parks and Recreation	12	2.5	2.5	2.5	2.5
Parks Services	0	9.5	9.5	9.5	9.5
Capital Improvements*	4	4	4	4	4
Total Dept. of Facilities and Capital Improvements	41	46.0	51.0	50.0	50.0
Department of Growth Management:					
Director's Office	2	2	2	2	2
Current Planning Services*	16	16	17	17	17
Long-Range Planning Services	5	5	5	5	5
Storage Tank Program	2	2.6	2.6	2.75	2.75
Water Resource Mgmt	8	7.4	7.4	7.25	7.25
Code Enforcement	10	12.5	10.5	10.5	10.5
Building Services-Main Office	21	28.5	34.5	34.5	34.5
Building Services-South Lake	14	17.5	20.5	20.5	20.5
Total Department of Growth Management	78	91.5	99.5	99.5	99.5
Office of Tourism:					
Tourism*	2	2	2	2	2
Agricultural Education Services:					
Cooperative Extension Service*	13	13	13	13	13
Lake Soil & Water Conservation	3	3	3	3	3
Horticultural Learning Center*	2	2	2	2	2
Total Agricultural Education Services	18	18	18	18	18

*This cost center has part-time positions not shown here.



Fiscal Years 2002 and 2003

Personnel Summary By Department

<u>DEPARTMENT</u>	<u>AUTHORIZED FULL-TIME FY 1999</u>	<u>AUTHORIZED FULL-TIME FY 2000</u>	<u>AUTHORIZED FULL-TIME FY 2001</u>	<u>ADOPTED FULL-TIME FY 2002</u>	<u>APPROVED FULL-TIME FY 2003</u>
Department of Fiscal & Admin Svcs:					
Budget	4	4.5	5.5	6.0	6.0
Impact Fee Coordinator	0	1	1	1	1
Assessments	2	2	1	1	1
Procurement Services	7	7	7	7	7
Reprographic Center*	1	1	1	1	1
Risk Management*	4	4	4	4	4
Information Technology	5	7	8	9	9
Records Management	0	0	0	3	3
Geographic Information Systems	6	8	8	8	8
Total Department of Fiscal and Administrative Services	29	34.5	35.5	40.0	40.0
Office of Cultural, Heritage & Natural Tourism:					
Historical Museum*	0	0	1	1	1
Administration	0	0	1	1.75	1.75
Total Cultural, Heritage & Nat Tourisr	0	0	2	2.75	2.75
Communications Systems:					
Telecommunications	1	1	1	1	1
E-911 Operations	4	4	4	4	4
Total Communications Systems	5	5	5	5	5
Department of Community Services:					
Community Services Administration	3	3	4	4	4
Children's Services	1	1	2	2	2
Housing & Comm Dev Admin	4	3.5	0	0	0
Veterans Services	4	4	4	4	4
Records Management	3	3	3	0	0
Probation	10	9	9	9	9
Lake Co. Affordable Housing	2	2.5	2.75	2.75	2.75
Housing Services	2	3	4.25	4.25	4.25
Library Services*	8	31	52	52	52
Community Development Block Gr	0	2	2	2	2
Total Department of Community Services	37	62.0	83.0	80.0	80.0
Department of Emergency Services:					
Administration	2	0.50	0.50	0.50	0.50
Fire & Rescue	69.5	94.75	102.75	118.25	118.25
Ambulance Fund	0.50	0.50	0.00	0.00	0.00
Animal Control-Field Operations	6	6.5	6.5	6.5	6.5
Animal Control-Shelter Operations	9	9.5	9.5	9.5	9.5
Emergency Mgmt Trust Fd Grant	0	0.0	1.0	1.35	1.35
Emergency Mgmt Operations	5	2.25	2.25	1.40	1.40
Total Department of Emergency Services	92.0	114.0	122.5	137.5	137.5

*This cost center has part-time positions not shown here.



Fiscal Years 2002 and 2003

Personnel Summary By Department

<u>DEPARTMENT</u>	<u>AUTHORIZED FULL-TIME FY 1999</u>	<u>AUTHORIZED FULL-TIME FY 2000</u>	<u>AUTHORIZED FULL-TIME FY 2001</u>	<u>ADOPTED FULL-TIME FY 2002</u>	<u>APPROVED FULL-TIME FY 2003</u>
Department of Solid Waste:					
Operations & Support	5	5	5	5	5
Fiscal Support Services	4	5	6	7.5	7.5
MIS/Scales	6	6	6	7	7
Residential Drop-Offs	6	6	6	5	5
Recycling Programs	2	1.9	1.9	1.9	1.9
Recycling IMPACT Center	3	7	9	9	9
Waste Tire Grant	0	0.1	0.1	0.1	0.1
Special Programs	4	3.5	3.0	1.5	1.5
Waste Mgmt. Fac. Ops. Admin.*	3	3	3	3	3
Landfill/Leachate	2	4	4	7	7
Construction/Demolition	4	0	0	0	0
Transportation/Hauling	4	5	5	5	5
Repair & Maintenance	2	2	2	2	2
Lake Env Outreach (LEO)	2	0	0	0	0
Hazardous Collection Center	3	4	5	5	5
Total Department of Solid Waste	50	52.5	56.0	59.0	59.0
Department of Public Works:					
Road Operations	72	71	72	73	73
Engineering	28	29	31	34	34
Special Services	16	17	17	13	13
Mosquito Management **	8	7.33	7.33	7.33	7.33
**(Does not include seasonal)					
Aquatic Plant Management	3	3.67	3.67	3.67	3.67
Public Transportation	0	0	2	2	2
Stormwater Management	0	0	0	1	1
Fleet Maintenance	13	13	13	13	13
Total Department of Public Works	140	141.0	146.0	147.0	147.0
TOTAL POSITION AUTHORIZATION SUMMARY BY DEPARTMENT	515.0	591.0	646.0	666.0	666.0

*This cost center has part-time positions not shown here.

Preserving the Past...

Envisioning the Future



Long-Range Forecast

Overview
Forecast Methodology
Forecast Assumptions
Selected Funds
Financial Action Plan



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**OVERVIEW****Introduction**

The Long-Range financial capacity of the County is a vital component of the financial management strategy. The Budget Office of the County gathers information from various sources to provide a five-year perspective on the financial condition of each of the County's budgeted funds. As a planning tool for short-term decisions, this long-range forecast gives decision-makers insight into the policy decisions made in the current budget as well as ramifications well into the future.

Analysis of Financial Indicators

As presented in the *Financial Indicators* section of this document, the Budget staff regularly reviews and takes into consideration several major economic trends when preparing long-range forecasts. These include trends in per capita revenues and expenditures; rates of change in property tax revenues; and the ratio of capital outlay and debt service as a percentage of operating expenses.

Framework

Department Directors were asked to present budget requests for two additional years, Fiscal Years 2003 and 2004 which would project costs associated with providing adequate services to our community. In addition, as discussed elsewhere in this document, a Five-Year Capital Improvement Program was presented to the Commissioners.

Also, the Budget Office has established financial models that examine each of the County's funds along with its underlying revenue and expenditure structure for the Fiscal Years 2003 through 2005. Because of a wide variety of variables in funding sources and expenditure choices from year to year, we feel that projecting two years beyond our biennial budget process provides Commissioners and citizens a fairly accurate long-range vision. In addition, since the County currently maintains 44 budgeted funds, we have selected the four major funds, which warrant close monitoring. The funds reviewed in this section are those of major concern, as reflected in the County Manager's Budget Message, and have significant effect on the citizen's tax dollars:

- ? General Fund
- ? Transportation Trust Fund
- ? Sales Tax Revenue Fund
- ? Landfill Enterprise Fund

A detailed analysis of each of the County's funds is available in the Budget Office upon request.

Major Findings

Highlights of the major findings and conclusions from the long-range financial study are given below:

- A) The County continues to have strong fund balances and reserves through FY 2002. However, with revenue growth remaining relatively flat and as the growing population requires additional services to meet those needs, General Fund reserves could be significantly affected by Fiscal Year 2005.

Staff will propose a combination of funding, to include new revenue sources and increasing current charges.

- B) Transportation Trust Fund reserves are being rapidly depleted, limiting capital flexibility. To keep pace with demands of surfacing and maintaining our roadways, the five-year capital plan for road improvements shows a budgeted shortfall of over \$5 million in FY 2001. A revenue plan to address funding for transportation needs was presented to the Commissioners; as a result, \$2 million of current Infrastructure Sales Tax dollars were committed to paving roads and, in the event of the tax renewal, over \$3 million each year will be spent subject to Commission approval.
- C) The Infrastructure Sales Tax revenues will be available through December 31, 2002, and sufficient dollars are available for debt repayment. Funding for major capital improvements must be addressed: options include extending the tax or finding other sources. *[Subsequent Event: Voters approved the extension of the extra penny sales tax in the November election.]*
- D) An increase for debt service in the Waste-To-Energy Facility contract will cause annual payments to the contractor to continually increase each budget year. Commissioners have prioritized this concern and are looking at several alternatives, including litigation and/or a County buyout option for the facility.

**FORECAST METHODOLOGY**

Forecasting, as used in this report, refers to the estimating of the future values of revenues and expenditures. It provides an estimate of how much revenue will be available and the resources required to meet current service levels and programs over the forecast period, along with an understanding of how the total financial program will be affected by the demographic and economic factors driving these forecasts. The value of forecasts is in estimating whether, given assumptions about local financial policies and economic trends, the County will have sufficient resources to meet the resource requirements of ongoing, planned, or mandated programs. Forecast models have the added value of providing a planning tool for capital project funding by providing estimates of surpluses for pay-as-you-go financing of capital projects and/or whether bonded indebtedness will be required for capital funding.

Prior to the development of models, information was solicited for each revenue and expenditure category to assess each on the basis of authorization, underlying assumptions, critical factors affecting the fund, policy, and expectations for the following year. This information base served as the foundation for the models developed.

There are numerous forecast procedures that are invoked to forecast revenues and expenditures, including moving averages, time series, statistical analysis, and econometric analysis. The choice of a specific procedure had to fit the purpose of the forecast, the forecast period, the quality and nature of available data, and staff resources.

Each revenue and expenditure forecast was expressed as a function of consensus econometric variables provided by Fishkind and Associates, Inc., the Bureau of Economic and Business Research at the University of Florida, the State of Florida Department of Revenue, and the Lake County Growth Management Department. In some cases (salaries and wages), the amount was estimated based on current year policies. After assigning driving factors for each revenue and major expenditure category, projected values were calculated as a function of rate of change for each of the four years by applying quantitative models to the current year estimates.

We have chosen to present a five-year forecast for the General Fund only. The reader will note, in the following sections, the uncertainty of the revenue and expenditure trends in the other major funds beyond Fiscal Year 2003.

FORECAST ASSUMPTIONS**Major Revenue Assumptions***✍ Retail Sales*

Retail sales are assumed to increase by about 5% annually over the next three years. Trends in retail sales provide input for budget analysts when forecasting State Sales Tax revenue sharing as well as Infrastructure Sales Tax revenues.

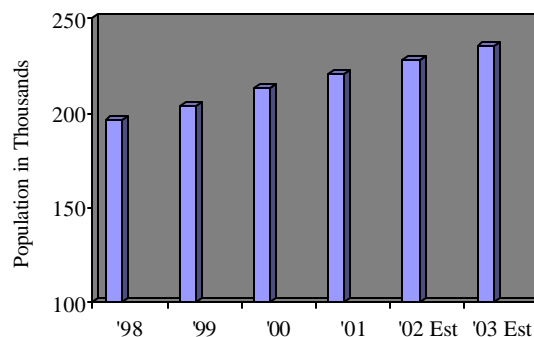
✍ State Policy

Our projections are based on the fact that the State Legislature will not change the current distribution structure for sales tax, revenue sharing, and gasoline tax.

Of significant concern is the unknown increase in State unfunded mandates and their impact primarily on the General Fund and Landfill Enterprise operations. We have already seen these costs rise dramatically as a result of compliance requirements related to such governing agencies as the Environmental Protection Agency, as well as State budget cost-shifting to the local level.

✍ Population

Population in Lake County is projected to grow from 196,073 in 1998 to approximately 234,900 in 2003, a 20% increase over the six-year period. The greatest surge in growth is occurring in the southern part of the County, which is geographically located near metropolitan Orlando.

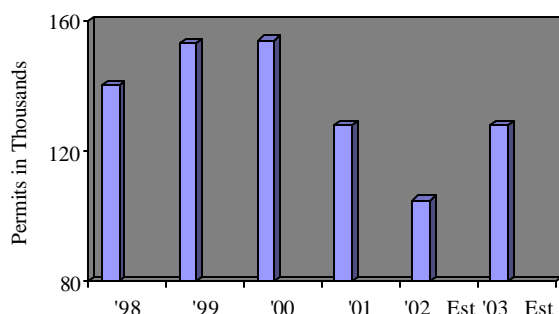
Lake County Population Growth



Development

Total housing starts are expected to dip slightly in FY 2002 as the economy rebounds from a slow summer and recent national events. Commercial development is expected to remain relatively flat.

Lake County Housing Starts



Interest

Interest revenue is expected to decrease slightly over the next few years based upon a general slowdown and weakening of the economy, combined with recent cuts in the Prime Rate. However, short-term interest rates are expected to remain at the current level of about 3%. This assumption is based upon the prediction that the economy will slowly rebound from a slow year and inflation will remain around the 2% level. The majority of the County's excess operating funds is invested in short-term securities with maturities ranging from 1 to 12 months. This practice allows us to meet our investment objectives of safety, liquidity and yield.

During the past three years, our portfolio has included investments in the 1- to 2-year range, averaging approximately 4.5%, in order to hedge against a decrease in short-term rates.

Unemployment Rate

Lake County's unemployment rate dipped to a low of 2.7% in Fiscal Years 1999 and 2000, but projections are that these rates may reach as high as 10.6% by Fiscal Year 2003. This contrasts significantly with the State's projected rate of 6.8%.

The impact on the County's budget for indigent health care and other assistance is expected to climb.

Major Expenditure Assumptions

Salaries and Wages

On the expenditure side, it is assumed that salaries and wages will increase by 4.5% annually through Fiscal Year 2002. Any planning for the next several years must address the issue of compensation because of its significant expenditure impact. For example, every one percent change in compensation has in excess of a \$400,000 impact on total expenditures. It is obvious that whatever policy decision is made with regard to compensation, scenarios will have a profound effect on future decision-making options.

Fringe Benefits

One of the most closely watched expenditure categories for the County has been in fringe benefit costs driven largely by increases in health care expenses. The County continues to be self-insured for FY 2002. We are anticipating that the health care/medical costs will continue to increase by 10% to 20%; therefore, a core team of staff meets monthly to review claims and remains pro-active in managing cost containment. Retirement costs will increase at a rate commensurate with compensation increases, plus any changes in the contribution rates for the various retirement systems.

Inflation

Consumer prices have been rising at an annual rate of 2.8 percent, compared with a 1.6 percent increase in 1998. The higher rate is attributed to rising energy costs. Not counting the volatile food and energy sectors, the "core" rate of inflation rose at a much more moderate 1.9 percent since January.

Operating Budget Impact from Capital Improvements Program

An important aspect of the County's Capital Improvement Program is the impact on the budget of ongoing operating costs of new parks, libraries, community centers, and other major capital initiatives. These costs are generally incurred in the General Fund.

New Debt

Lake County anticipates issuing no new debt structure through Fiscal Year 2005.



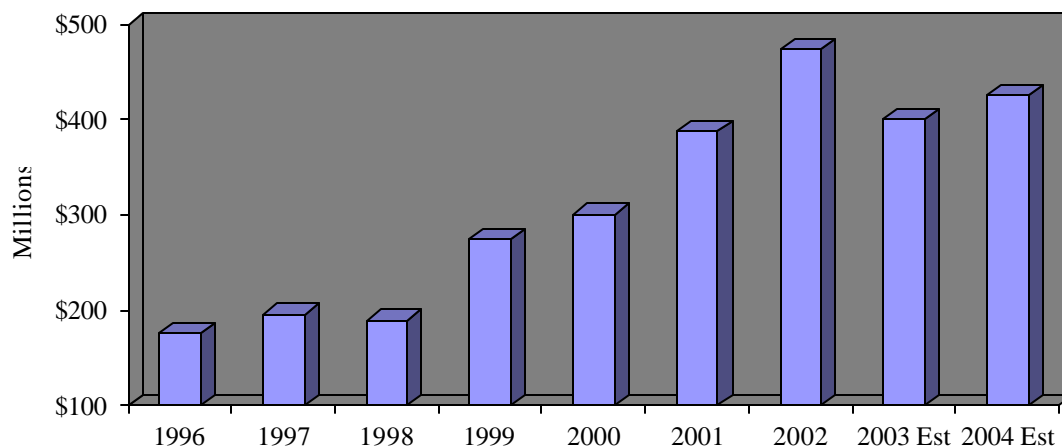
Assessed Valuation

For the past six years, the increase in Gross Taxable Value of all property, countywide, has fluctuated between a 10% high in 1999 and a 4.04% low in 1997.

With housing starts estimated to dip slightly, gross taxable value increases should remain in the 6% to 7% range.

The following is a graph of the assessed taxable value associated with “new growth” in Lake County.

**Lake County Florida
Assessed Taxable Value of New Growth**





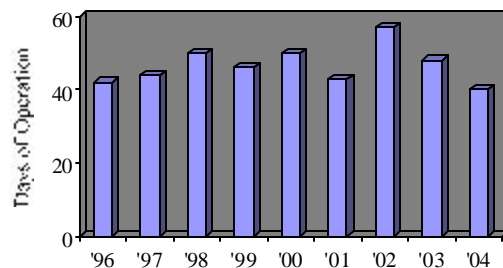
GENERAL FUND

OUTLOOK

Trends and Forecast

Over the past five years, Lake County has experienced a healthy economy and strong population growth. However, with rapid growth comes the need for expanded services such as law enforcement, libraries, animal control, parks, and facilities maintenance, all of which are funded with General Fund dollars. In response to this situation, the Board of County Commissioners increased the property tax rate in Fiscal Year 2000 by about 8%. That increase, combined with a 10% increase in assessed taxable values for the past two years, has enabled the County to increase reserves from 42 days of operating reserves in FY 1997 to the recommended 57 days (two months is the government benchmark standard) in FY 2002.

**General Fund Reserves
Available for Emergencies**



(Includes Designated and Undesignated Reserves)

In anticipation of a slowing economy and fewer housing starts in the immediate future, decisions were made to reduce approximately \$2 million from the requested General Fund budget. This reduction helped reduce the anticipated net revenue loss at the end of the fiscal year.

Revenue and Expenditure Assumptions

Property Taxes comprise almost 60% of the General Fund revenue sources. This forecast model assumes a steady growth of 7% to 8% in the assessed taxable value of all properties and no change in the property tax rate. Lake's property tax rate is currently the 10th lowest of all counties in the State (58th out of 67 counties).

State Sales Taxes and Revenue Sharing make up nearly 20% of the budget. In previous years, the County's sales tax receipts averaged 7% to 9% annually. With the slowdown in the economy, State analysts are

projecting a 4% to 5% increase locally. Until FY 2000, Revenue Sharing consisted primarily of intangible taxes. The distribution formula is now sales tax-based, and the County has seen a decline of \$1 million over the past two years in this source.

The largest expense in the General Fund, 64% in FY '02, is the transfer to other funds and Constitutional Offices. The transfer to the Sheriff's Office alone is \$33.6 million, or 45% of the total current year budget and increases annually between 6% and 8%.

CRITICAL ISSUES

State Mandates

A significant part of the General Fund budget is comprised of expenditures mandated by State Legislature (Article V costs), much of which is funded by local dollars. Examples include support for the Public Defender, State Attorney, Conflict Attorneys, and other court costs related to civil and criminal disputes. Since 1994, expenditures have averaged \$1.4 million annually.

In November 1999, voters in the State of Florida passed a constitutional revision for these costs providing for the allocation of state courts systems funding among state, counties, and users of courts. Because of a lengthy implementation period, the effect on the General Fund for Lake County will not be known for at least two years.

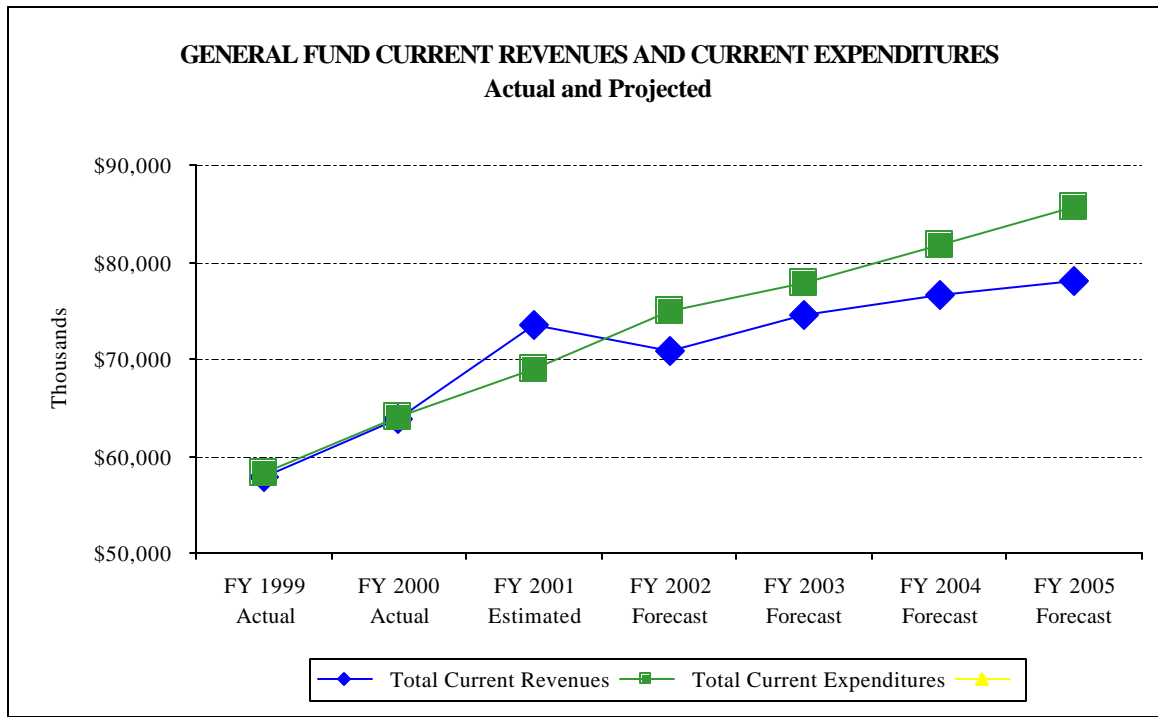
Another major issue is the effect of recent cost-cutting measures at the State level and the effect on our local economy. One significant measure currently before the legislation would require the local level to fund certain indigent health costs currently in the State's budget. This could affect Lake's budget by \$3.2 million. Close monitoring of the Legislature's actions will be required.

Conclusion

Our forecast is for the net operating surpluses to fall considerably over the forecast period, and possibly be in the negative. The reserves are sufficient to sustain these decreases for a short period of time; however, the County's policy is to refrain from funding ongoing operating expenses from reserves. Given the assumptions relative to potential State cuts combined with a slowing economy, Commissioners may be faced with difficult decisions on whether to decrease or eliminate services, or increase property taxes.



GENERAL FUND



	Actual FY 1999	Actual FY 2000	Estimated FY 2001	Forecast FY 2002	Forecast FY 2003	Forecast FY 2004	Forecast FY 2005
Revenues (\$000)							
Taxes	\$ 29,810	\$ 32,630	\$38,325	\$ 42,181	\$45,949	\$ 47,199	\$ 47,978
Licenses and Permits*	2,862	3,600	4,427	426	441	454	468
Intergovernmental Revenue	12,925	13,372	13,053	13,650	14,348	15,065	15,819
Charges for Services	3,711	4,004	5,818	5,226	5,254	5,264	5,285
Fines and Forfeits	1,412	1,590	2,031	1,375	1,375	1,402	1,422
Miscellaneous Revenues	1,600	1,720	2,363	1,550	1,552	1,590	1,602
Other Sources, Incl. Trnsfrs	5,608	6,997	7,507	6,595	5,650	5,650	5,650
Total Current Revenues	57,928	63,913	73,524	71,003	74,569	76,625	78,224
Expenditures (\$000)							
Personal Services	10,339	11,542	12,640	11,338	11,725	12,194	12,682
Operating Expenses	8,129	10,042	10,215	11,767	12,256	12,624	12,876
Capital Outlay	713	885	1,096	910	656	740	710
Debt Service	42	11	6	-	-	-	-
Grants and Other Aids	1,664	2,022	1,777	3,154	2,185	2,185	2,185
Other Uses, Incl. Transfers	37,292	39,462	43,233	47,854	50,956	54,013	57,254
Total Current Expenditures	58,179	63,964	68,967	75,023	77,778	81,756	85,707
Net Operating Surplus/ (Deficit)	\$ (251)	\$ (51)	\$ 4,557	\$ (4,020)	\$ (3,209)	\$ (5,131)	\$ (7,483)

* The Building Services Division of the Department of Growth Management was budgeted in the General Fund through FY 2001. Beginning FY 2002, those services are in a Special Revenue Fund.

**PUBLIC WORKS FUNDS****OUTLOOK**

Primary funding sources for the Public Works Department include gas tax, road impact fees, and stormwater assessments. Depending upon the outcome of the vote to retain the 1-cent sales tax, this may become a new revenue source for road projects. Presently, 90% of the budget for road resurfacing and striping comes from gas tax.

CRITICAL ISSUES**Growth Factor**

With 1,200 miles of road in the County Maintenance System, just maintaining the infrastructure is an ominous task that places a huge demand on the very limited revenue available. The growth the County has experienced places a heavy demand on the current infrastructure. With the current number of road miles unchanged, increased capacity problems will persist. To address the maintenance aspects of this issue, programs will continue over the next 5-10 years to resurface existing roads as well as paving clay roads. The use of the revenue from the 1-cent sales tax is crucial in keeping ahead of infrastructure demands.

During this FY 02 budget year, Commissioners voted to allow \$2 million of the remaining funds from the current penny tax to be spent on road resurfacing. Priorities have been set and approved.

Engineering & Design

In addition to maintaining and making improvements to the existing road system, new roads will be designed and built to address the growth and capacity issues. Although much of the design is currently being done in-house, there will be an increased emphasis on contracting out some of the design workload as well as the inspection portion of the projects. In addition to the design and construction of new roads, improvements will be needed to address signals and pavement markings.

Multi-Modal Transportation

As increased growth puts demands on the existing systems, alternate modes of transportation will need to be evaluated. This includes the thorough evaluation of the public transportation system as well as rail and other alternatives. Sidewalks and bike paths will be crucial to maintaining the safety of our road system by providing safe alternatives to pedestrians and cyclists.

Quality of Life/Health and Safety

The increasing population also puts additional demands on our lakes, improved drainage systems, stormwater

retrofitting, and other rehabilitative measures will be needed. Additionally, demands will be placed on our management system for nuisance insects and aquatic plants. Containing the West Nile Virus, and ensuring our mitigation strategies to not harm the environment but successfully address the mosquito and aquatic plant problems, will continue to challenge limited resources.

The following graphic, presented at a recent symposium on Lake County traffic conditions, illustrates these issues.

**Vehicle Miles of Travel
(VMT) Per Day**

- ✍ Increase in travel
From 424,900 VMT in 1995
To 773,800 VMT in 2020
- ✍ Most significant congestion
US 27/441 in Leesburg
US 441 in Golden Triangle
US 27/State Road 50 near Clermont

Lake County's 1,300+ lakes, as well as other environmental constraints, limit network options.

Road Impact Fee Fund

The County also levies an impact fee on land development in Lake County for providing new roads necessitated by new development. The County is divided into six Road Benefit Districts, and revenues are used exclusively for road improvements within the District from which the funds are collected. Road Impact Fees are recorded in a separate fund.

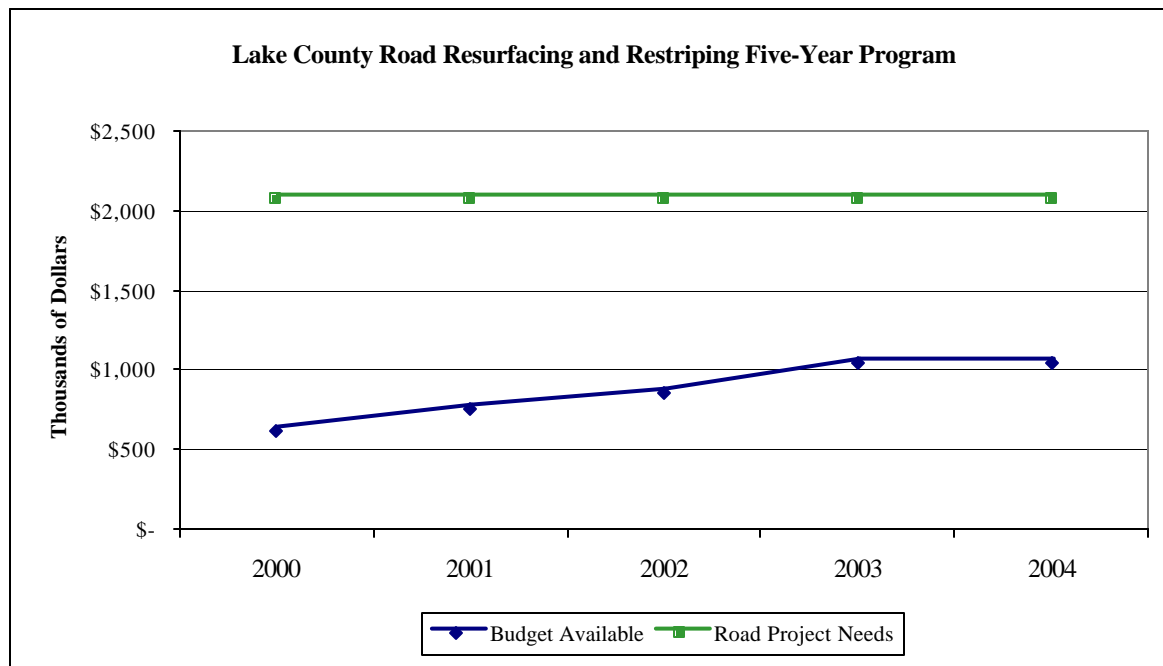
The following table shows a history of collections by benefit district.

**Collections by Benefit District
Four-Year History
(In thousands)**

Benefit District	2000 Actual	2001 Budget	2002 Adopted	2003 Approved
1	\$ 96	\$ 135	\$ 141	\$ 162
2	1,511	1,000	898	1,128
3	1,225	1,463	1,790	2,032
4	370	286	418	480
5	4,382	4,061	5,389	6,190
6	<u>1,126</u>	<u>766</u>	<u>1,864</u>	<u>2,122</u>
Totals	\$ 8,710	\$ 7,711	\$ 10,500	\$ 12,114



COUNTY TRANSPORTATION TRUST FUND



COUNTY TRANSPORTATION TRUST FUND BUDGET

(Does not include Impact Fees)

	Actual 2000	Amended 2001	Adopted 2002	Approved 2003	Projected 2004
Revenues (\$000)					
Taxes	\$ 5,232	\$ 5,385	\$ 5,351	\$ 5,420	\$ 5,637
Intergovernmental Revenue*	3,775	4,746	4,745	4,683	4,708
Charges for Services	241	249	283	305	310
Other Revenues, incl. Transfers	941	517	482	1,212	1,212
Beginning Fund Balance	N/A	4,208	3,057	2,000	991
Total Revenues	10,189	15,105	13,918	13,620	12,858
Expenditures (\$000)					
Personal Services	4,150	4,677	4,909	5,151	5,408.55
Operating Expenses	1,509	2,302	2,789	2,805	2,842
Capital Outlay, (Excluding Roads)	1,526	5,332	3,451	2,666	2,770
<i>Roads Projects and Restriping</i>	612	751	850	1,040	1,040
Grants and Aids	612	624	557	560	575
Transfers Out	1,166	865	890	999	1,010
Total Expenditures	9,575	14,551	13,446	13,221	13,646
Revenues less Expenditures	\$ 614	\$ 554	\$ 472	\$ 399	\$ (788)

*Includes pass-through gas taxes from the State.

**COUNTY SALES TAX REVENUE FUND****HISTORY**

County Infrastructure Sales Tax (extra one-cent) dollars provide the 1st pledged revenues for the repayment of the Sales Tax Refunding Revenue Bonds, Series 1992, which are scheduled to be repaid by December 2002. In addition, certain capital improvements were made using an \$8 million line of credit issued in November 1994, which was satisfied in FY 2001. The revenues also serve as the 2^d pledge for the \$19 million Solid Waste Line-of-Credit.

The extra penny sales tax was approved by voters for a fifteen-year period, and is split approximately 2/3 to the County and 1/3 to the municipalities. The tax is due to lapse December 31, 2002, and is anticipated to provide approximately \$14 million to the County for implementation of the Capital Improvements Plan between October 1, 2001 and the expiration date.

OUTLOOK

For Fiscal Year 2002, capital expenditure totals are a combination of current year projects and prior year projects not yet completed. Fiscal Year 2002 shows the relationship between the lower debt service payments and the increased availability of funds for capital projects.



Courtroom 8 in the Judicial Center

PROJECT SUMMARY

Below is a list of some of the major projects funded by this revenue source:

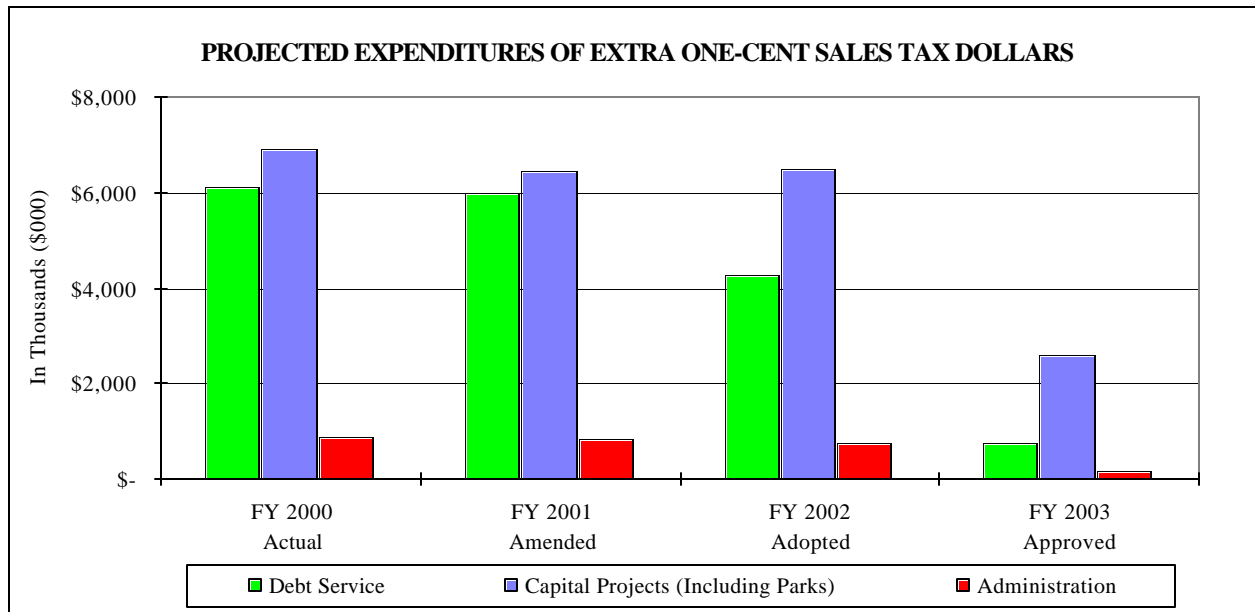
PROJECT	COST
New Judicial Center	\$ 15.1 million
New Main Jail	\$ 36.3 million
Renovate Administrative Courthouse	\$ 7.3 million
Renovate Historic Courthouse	\$ 5.1 million
Renovate Old Jail	\$ 4.5 million
Recreation Grants to Cities	\$ 2.3 million
Solid Waste Landfill Construction	\$ 1.8 million
Libraries	\$ 2.2 million
General Government Expenditures: Agricultural Center, Jail Modifications, Countywide Radio System, Courtroom Addition, Public Works Building, Sheriff Patrol Cars, Pole Barn, etc., Technology Infrastructure	\$ 10.6 million

SUBSEQUENT EVENT

Lake County collects revenue for an extra penny sales tax used for infrastructure. This revenue source sunsets December 2002. The extension for the continuation of this tax for a 15-year period was voted on and approved by the citizens of Lake County in November 2001. The only change made for the renewal is that the revenue will be split one-third each to the Lake County School Board, municipalities, and Lake County BCC. The projects listed on pages 305 - 307 in the Capital Improvement Program section of this book were approved by the Lake County BCC for the first five years of the renewal on the condition that the extension was approved by the voters of Lake County.



COUNTY SALES TAX REVENUE FUND



	Actual FY 2000	Amended FY 2001	Adopted FY 2002	Approved FY 2003	Totals
Revenues (\$000)					
Infrastructure Sales Tax	\$ 12,651	\$ 11,447	\$ 11,500	\$ 3,074	\$ 38,672
Miscellaneous Revenue	109	1	1	1	112
Less: 5% Statutory	-	(572)	(575)	(154)	(1,301)
Beginning Fund Balance	-	2,403	611	575	3,589
Total Revenues	\$ 12,760	\$ 13,279	\$ 11,537	\$ 3,496	\$ 41,072
Expenditures (\$000)					
Administration	\$ 859	\$ 833	\$ 734	\$ 154	\$ 2,580
Parks and Recreation	350	350	350	-	1,050
Debt Service:					
Sales Tax Refunding Bonds	4,310	4,299	4,290	750	13,649
Capital Impr'vmts Line-of-Credit	1,800	1,700	-	-	3,500
Capital Projects	6,580	6,097	6,163	2,592	21,432
Total Expenditures	\$ 13,899	\$ 13,279	\$ 11,537	\$ 3,496	\$ 42,211

Subsequent Event: Lake County collects revenue for an extra penny sales tax used for infrastructure. This revenue source sunsets December 2002. The FY 2002 and FY 2003 dollars shown above only represent the budgeted dollars through that time period. Since this budget was adopted, the extension for the continuation of this tax for a 15-year period was voted on and approved by the citizens of Lake County in November 2001. Therefore, the FY 2003 budget and subsequent budgets for this fund will be revised based on this continuation of the sales tax.

**SOLID WASTE MANAGEMENT FUNDS****OUTLOOK**

The Solid Waste Enterprise Funds provide for the operations and maintenance of the active landfill, closure of landfill sites, long-term care for closed landfill sites and new construction funds for future landfill sites. A "sinking fund" is maintained to provide the necessary monies for closing full landfills and building new landfill cells.

During the next fiscal year, several key decisions must be made regarding Lake County's Solid Waste System. The decisions made on the following issues will determine the future costs and services to the citizens.

CRITICAL ISSUES**Incineration**

Incineration expenses represent over 55% of the Solid Waste budget. The County is currently litigating the terms and conditions of the service agreement. A positive outcome of this litigation could mean as much as \$2 million in savings annually over the next 13 years. The issues that are under litigation include the calculation formula and certain reimbursement procedures to the operator of the incinerator. The lawsuit, while it will possibly save the County millions of dollars in the future, has cost the Enterprise Fund in excess of \$600,000 in legal fees to date.

A second incineration issue is the amount of solid waste delivered to the incinerator. A provision of the service agreement allows the County to reserve all the available tonnage. If the County elects this option, the annual savings would be in excess of \$1 million annually. The downside to this election would require the County to deliver 163,000 tons of waste every year. Current annual tonnage averages over 160,000 tons (this estimate includes some municipalities that have withdrawn their participation effective January 1, 2002).

A third incineration issue is the burden of the debt service associated with the tax-exempt bonds and the Taxable Resource Recovery Industrial Development Refunding Revenue Bonds. Beginning in 2002, refinancing the bonds is possible. This refinancing, if completed, could save the County as much as \$1 million annually in operating costs.

Line-of-Credit. In 1993, the County entered into a \$19 million bank line-of-credit agreement to finance the acquisition, construction and capital improvement of the

Solid Waste system. The Enterprise Fund still struggles under the line-of-credit repayment burden. This burden represents over 9% of the Solid Waste budget. Discussions have begun to determine optional funding sources to repay the outstanding balance, \$13,500,000. A payoff from another funding source would save the Enterprise Fund over \$1.6 million annually.

Universal Collection

During Fiscal Year 2001, staff presented some new options for solid waste management in Lake County. These options included a change to once-a-week collection, once-a-week recycling and once-a-week yard waste. This system was not implemented. However, it did result in a reduction of the different options available for payment. The change resulted in more efficient management of the solid waste recordkeeping system. Looking forward, the staff will present to the Board of County Commissioners another change that is reflective of maximizing solid waste operations and minimizing the costs through universal collection.

Operating Expenses

The Solid Waste staff has identified several areas where possible savings could be achieved through engaging outside consultants in activities County staff currently perform. Several other cost allocation efficiencies have been identified for review as well. It is anticipated that these reviews will show savings of ½ million dollars annually. It is anticipated that these efficiencies will be available in the second year of the biennial budget.

Infill Construction

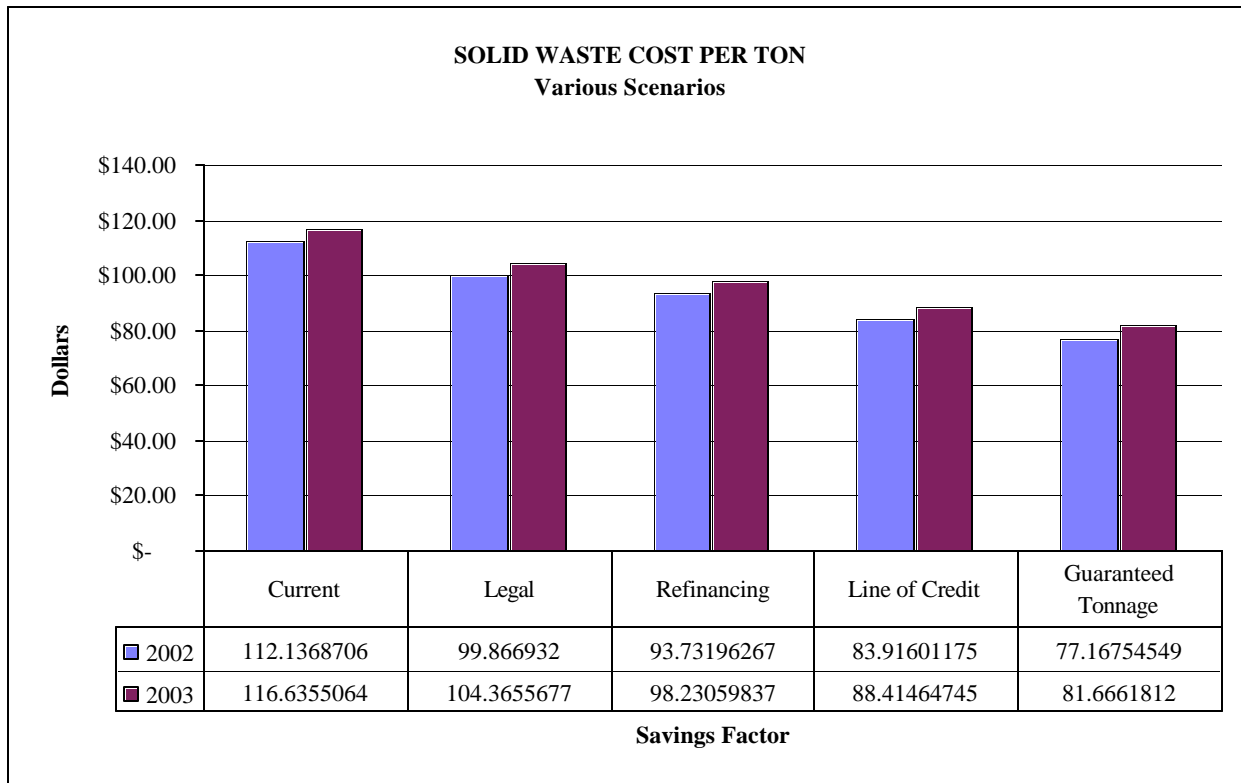
Of significant concern is the maximization of the limited physical space of landfill area. Plans during the next two years include using space between the ash monofill and the existing open landfill cell. Not only does this maximize space allocation, but also postpones the new construction of the next landfill cell. This efficiency reduces the immediate need to expend monies for new construction, and will require smaller amounts of money to be escrowed for future landfill construction.

Receivable Collections

As a result of a departmental reorganization, the Solid Waste Assessment program is now located at the Solid Waste administration building and this change will allow for a more effective receivables management program.



LANDFILL ENTERPRISE FUND



The following tables show various scenarios in operating expenses if choices are made to reduce existing costs. Each budget and cost per ton amount reflects cumulative savings from the prior scenario.

- ❖ **Legal** refers to the outcome of litigation over contract terms and conditions.
- ❖ **Refinancing** refers to refinancing, at a lower interest rate, the bonds currently owed on the incinerator.
- ❖ A \$19 million **Line of Credit** was issued in FY 93 to pay for the costs associated with landfill capital improvements; this scenario would require that payment be made from another source other than tipping fees.
- ❖ Meeting the **guaranteed tonnage** delivered to the waste-to-energy facility of 163,000 tons of waste.

	FY 2002	FY 2003
Total Solid Waste Budget - Various Scenarios		
Current Expenditures, no change	\$ 18,278,310	\$ 19,011,588
Legal: Reduce pass-through costs	\$ 16,278,310	\$ 17,011,588
Add: Refinance debt on incinerator	\$ 15,278,310	\$ 16,011,588
Add: Pay off Line-of-Credit with another source	\$ 13,678,310	\$ 14,411,588
Add: Meet guaranteed tonnage requirements	\$ 12,578,310	\$ 13,311,588
Solid Waste Cost per Ton		
Current Expenditures, no change	\$ 112.14	\$ 116.64
Legal: Reduce pass-through costs	\$ 66.87	\$ 104.37
Add: Refinance debt on incinerator	\$ 93.73	\$ 98.23
Add: Pay off Line-of-Credit with another source	\$ 83.92	\$ 88.41
Add: Meet guaranteed tonnage requirements	\$ 77.17	\$ 81.67

**FINANCIAL ACTION PLAN**

The financial health of the County for Fiscal Years 2002 and 2003 is excellent. By continuing to adhere to the following guidelines, quality programs and services can be provided with minimum fiscal impact to the taxpayer. This plan is a combination of expenditure controls, revenue augmentations, and management strategies sufficient to sustain and meet future operating and infrastructure objectives. The challenge facing County leaders is to manage stability as effectively as it has managed growth in the past.

Control Expenditures

The addition of personnel has a greater fiscal impact on a fund than any other type of budget appropriation because of the long-term ramifications. The increase in personnel for Fiscal Year 2002 over the prior year is 8.9%, primarily for firefighters. Requests for Fiscal Year 2003 are in the “enhanced” budget only, and will be recommended in the adopted budget based on identified funding sources for each area.

Modified Base Budget Plan

Departments will continue to present a “baseline” budget and an “enhanced” budget for the County Manager’s review. The County Manager then prioritizes the requests and presents the list to the Commissioners during the public workshops. New programs are added based on goals, need and funding sources available.

Limit Mid-Year Adjustments

Initiated several years ago, this plan limits the risks of attempting to circumvent the regular budget process and thus pose a risk to careful long-range financial planning.

Debt Management Plan

Although the County’s posture recently has been a pay-as-you-go philosophy, a Debt Policy should be adopted to formalize the guidelines. This is scheduled to take place during Fiscal Year 2002.

Operating Budget

The ongoing operating budget should continue to be funded by current year revenues; any emergencies or one-time expenditures are spent from contingencies.

Financial Policies and Reserves

Continued adherence to our operating budget, capital expenditure

and investment policies, while maintaining ample fund balances and reserves, is the best strategy the County has to ensure its sound fiscal position.

Economic Development

The County leaders are making plans to continue improving our economic development efforts. The results will be increased total property valuation, commercial growth, and job growth within the County.

Review Benefits Program

With the cost of benefits representing a significant expense to the County, the Employee Benefits Team, under the guidance of the Risk Manager, annually explores benefits options.

Revenue Analysis and Planning

County leaders annually review fees to ensure full cost recovery for services. Charges for services were modified for Fiscal Years 2001 and 2002 to ensure the charges were sufficient to cover the services rendered.

Outsourcing or Privatization

Departments, and special “teams” designated by the County Manager, are continuously reviewing internal processes to determine the feasibility of privatizing services.

Sewage Capacity

Careful financial planning will be required to address the increasing costs associated with solid waste treatment. One issue is whether or not to continue incinerating the garbage at the current 130,000 ton capacity and continue the recycling program, or to request a change in the contract with the Covanta Company to increase the capacity to 163,000 tons. Commissioners are aggressively pursuing options, and a decision will be forthcoming during the next fiscal year.

Preserving the Past...

Envisioning the Future



Financial Indicators

Financial Conditions
Community Profile and Trends
Economic Indicators
Major Revenue Sources



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FINANCIAL CONDITIONS INDICATORS

The information contained on the following pages has been developed and included in this document in order to provide a long-range picture of the County's financial condition. Introducing a long-range strategic planning aspect to the budget process is another method of ensuring that Lake County establishes its fiscal and annual policies with a clear vision of how they will affect the future.

The Board of County Commissioners has always reviewed individual expenditure patterns and revenue collections and projections (micro-economic indicators) prior to starting the budget process. This type of data is a necessary and valuable tool during the budget development process; however, it does not provide a macro perspective of the County's future financial position.

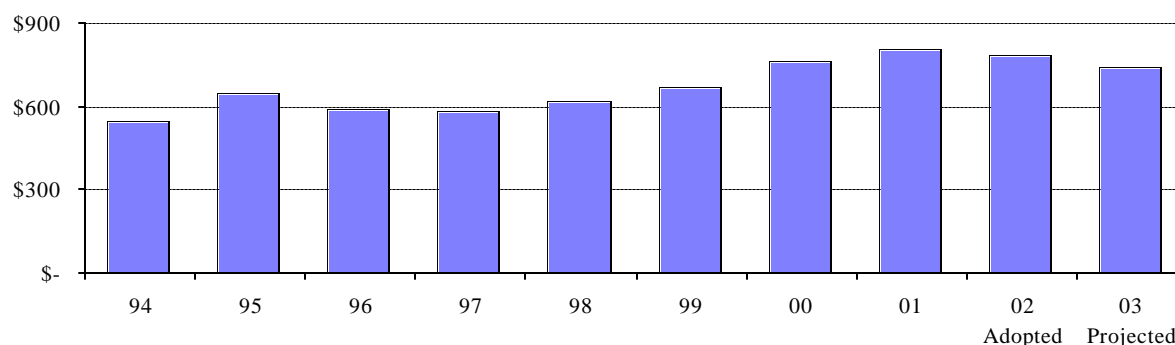
The financial indicators used in this section have been identified by the International City Managers Association (ICMA) as the factors that should be used by local governments, and are also used by private financial rating agencies to evaluate a government's ability to sustain debt service.

The primary advantages these macro-economic indicators offer are: (1) budget decisions are made with a better understanding of the overall financial health of the County; (2) emerging trends and problems are identified; and (3) when combined with the micro factors, the Board is able to determine how best to provide the level and quality of services required for the safety, health and welfare of the community.

The economic indicators have been separated for purposes of clarification. Each indicator is complete with a trend analysis in graphic form and a brief explanation of the impact each individual factor has on the County's future. It is important to note that the financial condition information contained in this section only illustrates the emerging or existing trends and does not attempt to explain why the trends are occurring. On the other hand, it does provide clues about potential problems and provides enough advance notice to be able to take action to correct or mitigate the impact of any possible problems.

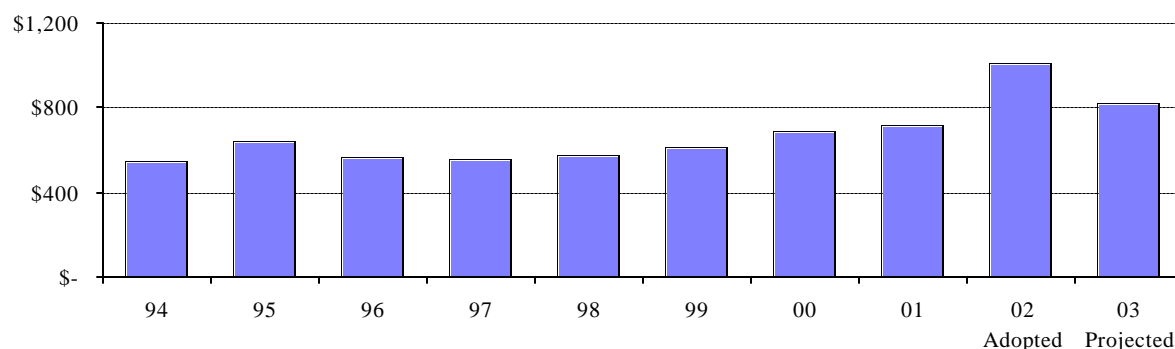


REVENUES PER CAPITA Operating Revenues Per Capita

**Formula: Operating Revenues Divided by Population**

Analysis: Examining per capita revenues shows changes in revenues relative to changes in population size. As population increases, it is expected that revenues and the need for services will increase in a direct relationship and, therefore, the level of per capita revenues should at least remain constant. If per capita revenues are decreasing, it will be impossible to maintain the existing level of services, unless new sources of revenues and ways of trimming expenses are found. This reasoning assumes that the cost of services is directly related to population size. The increases in 1995 and in 1998 through 2000 are primarily due to 7 to 9% increases in assessed taxable property. In Fiscal Year 2001, the General Fund millage rate increased from 4.733 to 5.117 mills. The slight decline in Fiscal Year 2003 is due to the anticipation that the extra penny tax referendum may not pass.

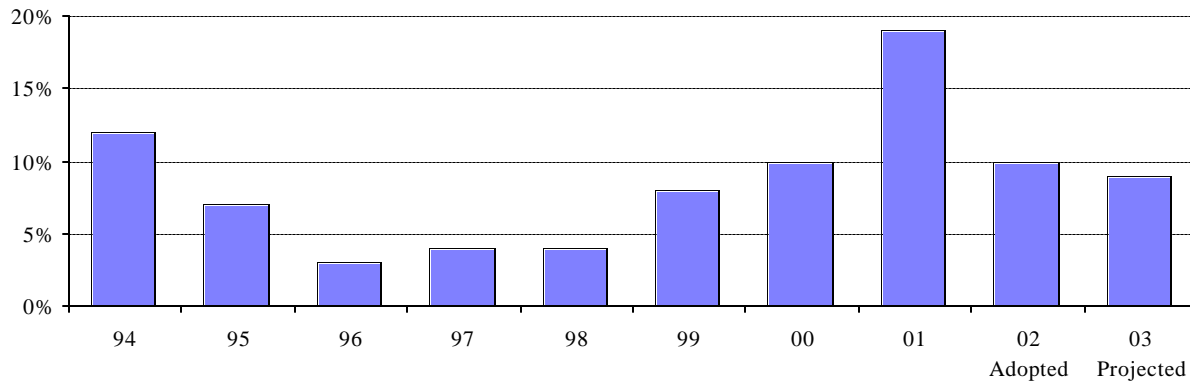
EXPENDITURES PER CAPITA Operating Expenditures Per Capita

**Formula: Operating Expenditures Divided by Population**

Analysis: Changes in per capita expenditures reflect changes in expenditures relative to changes in population. Increasing per capita expenditures can indicate that the cost of providing services is outstripping the community's ability to pay, especially if spending is increasing faster than the residents' collective personal income. From a different perspective, if the increase in spending is greater than can be accounted for by inflation or the addition of new services, it may indicate declining productivity or that the government is spending more real dollars to support the same level of services. The large increase in the Fiscal Year 2002 budget is related to road projects and sales tax-funded projects planned for several years and now scheduled to be built. Considering the increased State mandates and other issues, Lake County appears to be controlling costs while providing adequate levels of service.



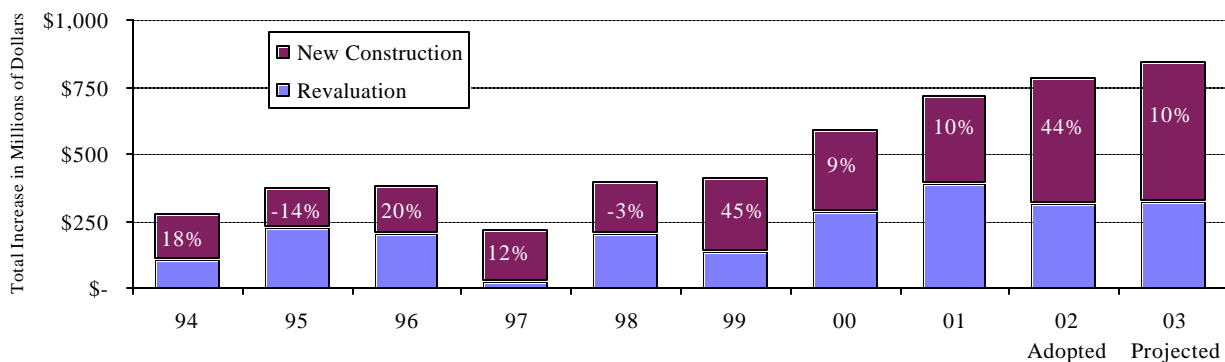
GENERAL FUND PROPERTY TAX REVENUES
Rate of Change in Countywide Property Tax Revenues



Formula: Current Year Minus Prior Year Divided by Prior Year

Analysis: Property tax revenues should be considered separately from other revenues because Lake County relies heavily on this revenue source. A decline or a diminished growth rate in property taxes can result from a number of causes. First, it may reflect an overall decline in property values resulting from the aging of buildings, a decline in local economic health, or a decline in the total number of households, which can depress the housing market. Second, it may result from inconsistent assessment or appraisal. While the trend in this indicator appears positive, the state-mandated ceiling on millage rates plays a role in keeping the rate of change low. This chart reflects low ratios in 1996 through 1998, years in which the Board of County Commissioners adopted rolled-back millage rates. Growth in the County accounts for the increase in 1999 and 2000, and in 2001 the millage rate was increased to fund libraries and safe

ASSESSED TAXABLE VALUE
Rate of Change in Assessed Taxable Value of New Construction

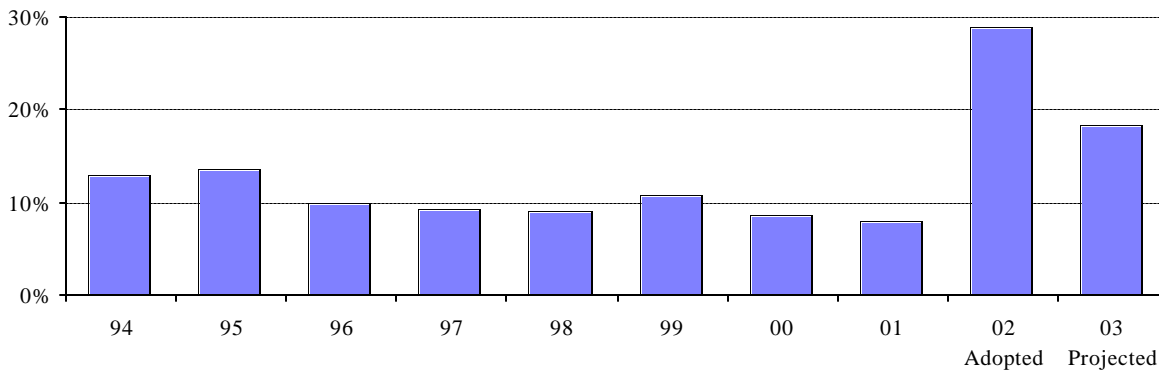


Formula: Current Year Minus Prior Year Divided by Prior Year

Analysis: A further look at the growth taxable value of new construction in Lake County reveals steady growth since 1994, with minor exceptions. Fiscal Year 2001 was a banner year, with a 44% increase in taxable value of new construction. This picture clearly indicates the challenges of the County to maintain a quality level of service for our citizens.



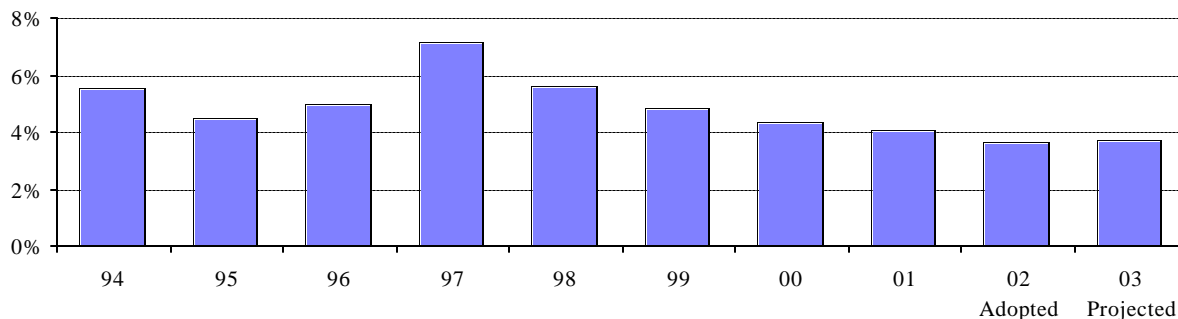
CAPITAL OUTLAY
Capital Outlay as a Percentage of Operating Expenditures



Formula: Capital Outlay Divided by Operating Expenditures

Analysis: The purpose of capital outlay in the operating budget is to replace worn equipment or to add new equipment and infrastructure. The ratio of capital outlay to net operating expenditures is a rough indicator of whether the stock of equipment is being adequately replaced. Over a number of years, the relationship between capital outlay and operating expenditures is likely to remain about the same. If this ratio declines in the short run (one to three years) it may mean that the County's needs are temporarily met, since most of the equipment lasts more than one year. A decline persisting over three or more years can indicate that capital outlay needs are being deferred, which can result in the use of inefficient or obsolete equipment. Local governments tend to eliminate expenditures on capital outlay when revenues are declining in relationship to the government's overall operating expenditures. The substantial increase in 2002 is directly related to the completion of several major projects in new roads funded by impact fees, as well as the final spending plan for the remaining infrastructure sales tax (extra penny) dollars.

DEBT SERVICE
Debt Service as a Percentage of Operating Revenues

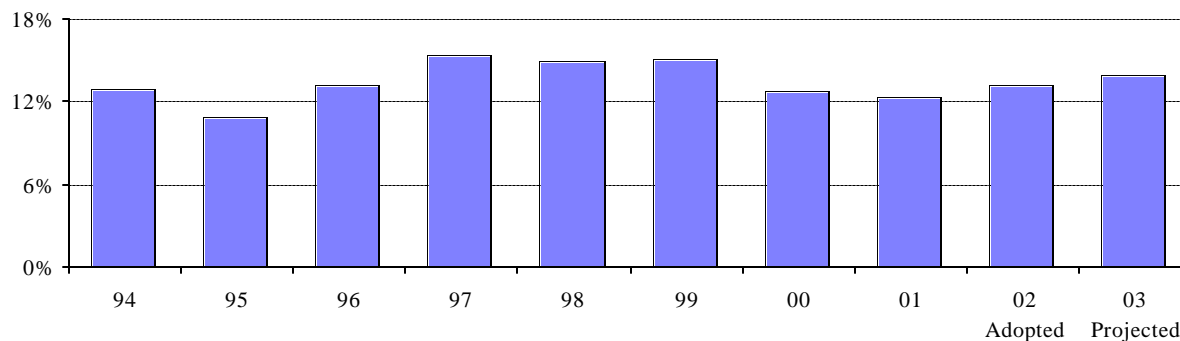


Formula: Annual Debt Service Payments Divided by Operating Revenues

Analysis: Debt Service is defined as the amount of principal and interest that a local government must pay each year on net direct bonded long-term debt, plus the principal and interest it must pay on direct short-term debt. Increasing debt service reduces expenditure flexibility by adding to the County's obligations. Debt service can be a major part of the County's fixed costs and its increase may indicate excessive debt and fiscal strain. Fiscal Years 1997, 1998, and 1999 include principal reductions in short-term lines-of-credit.



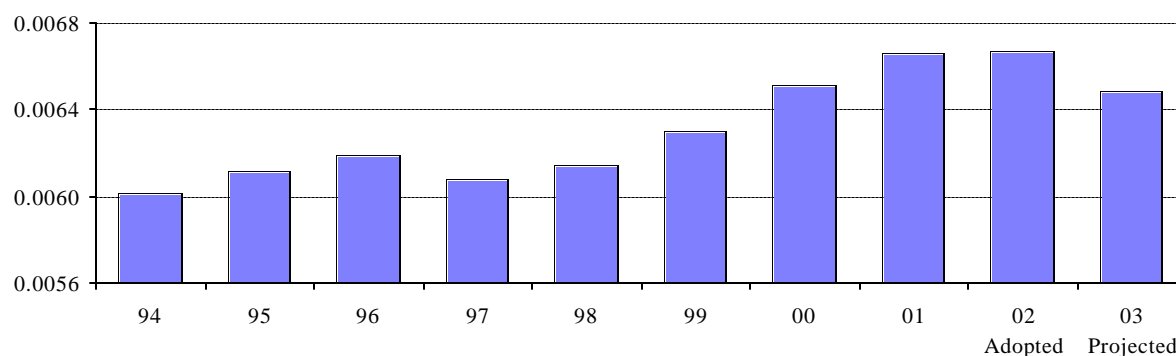
INTERGOVERNMENTAL REVENUES
Intergovernmental Revenues as a Percentage of Operating Revenues



Formula: Intergovernmental Revenues Divided by Operating Revenues

Analysis: Intergovernmental revenues (received from another governmental entity) are important because an over-dependence on such revenues can be harmful if the external source withdraws the funds entirely or reduces its share of costs. Lake County may be left with the choice of cutting programs or paying for them out of the General Fund. In addition, conditions attached to the revenues by the external source may prove too costly; especially if these conditions are changed after the County has already become dependent on the revenues. Nevertheless, the County might want to maximize its use of intergovernmental revenues, consistent with its service priorities and financial condition. Faced with decreases in this source, the County must bear the burden of increasing local taxes if federal and state mandates are passed on to local governments without a corresponding funding source. The concern in analyzing intergovernmental revenues is determining whether the County is controlling its use of the external revenues on a relatively moderately level. The graph shows that Lake County exhibits a stable ratio of intergovernmental revenues to total operating revenues.

PER CAPITA EMPLOYEES
Per Capita County Employees



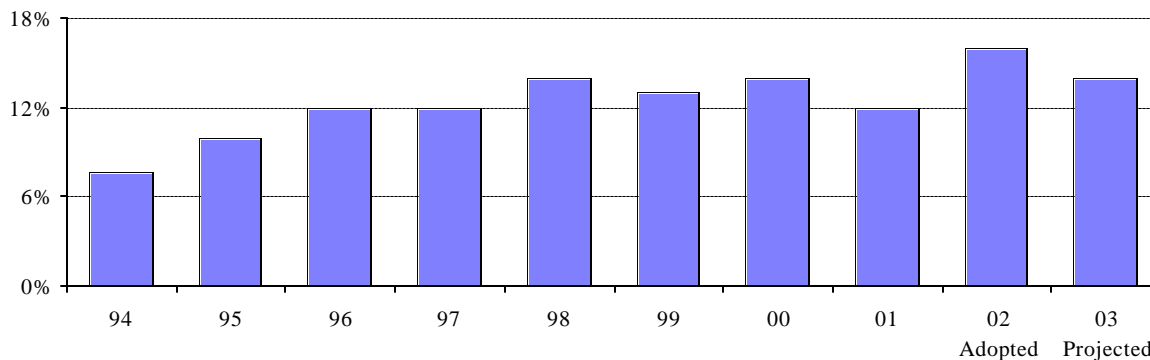
Formula: Number of Employees Divided by Population

Analysis: Because personnel costs are a major portion of an operating budget, plotting changes in the number of employees per capita is a good way to measure changes in expenditures. An increase in employees per capita might indicate that expenditures are rising faster than revenues, that the County is becoming more labor intensive, that personnel productivity is declining, or that new services/service levels have been added. Beginning in Fiscal Year 1999, the County recognized a strong population growth, and began to add or expand services as the demand arose. Since 1999, the following major personnel additions have occurred, all related to growth:

Law Enforcement - 52; Fire Rescue - 45; Library Staff - 44; Clerk of Courts - 33; Building Services - 22.



GENERAL FUND RESERVES
Budgeted Reserves as a Percentage of Operating Expenditures



Formula: All Reserves and Contingencies of Adopted Budget Divided by Budgeted Operating Expenses

Analysis: The *actual* Ending Fund Balance of any given year is defined to be "all revenue sources minus all expenditures." This balance is reported in the annual audited financial statements, and reflects the fiscal health of the County at year-end. This fund balance is usually more than the *budgeted* Ending Fund Balance, since many factors affect the outcome of the actual results. It is appropriate to track a comparison of *budgeted* Ending Fund Balances, since this is synonymous with a County's ability to operate during the year.

The size of fund balances can affect the ability of the County to withstand financial emergencies. It can also affect its ability to accumulate funds for capital purchases without borrowing. The County should try to operate each year with reserves sufficient to maintain ongoing operations for a minimum of two months, since the bulk of the General Fund's revenue - property tax - is not due until the end of November.

Nonspecific or general reserves are carried on the books as an unreserved fund balance in the General Fund. Special reserves are maintained in separate contingency accounts. Regardless of the way in which reserves are recorded, an unplanned decline in fund balances may mean that the County will be unable to meet future unexpected needs and emergencies.

The ratio for Fiscal Year 2002 is projected (in this graph) to decline, with less revenues expected from interest earnings and State revenues. In addition, increasing costs for law enforcement to keep pace with the growing population adds to the projected decline.

Since the millage rate for the County is the 10th lowest in the State, the combination of careful planning, budget cuts and prioritization in the annual budget process has helped maintain sufficient reserves.



GOVERNMENT

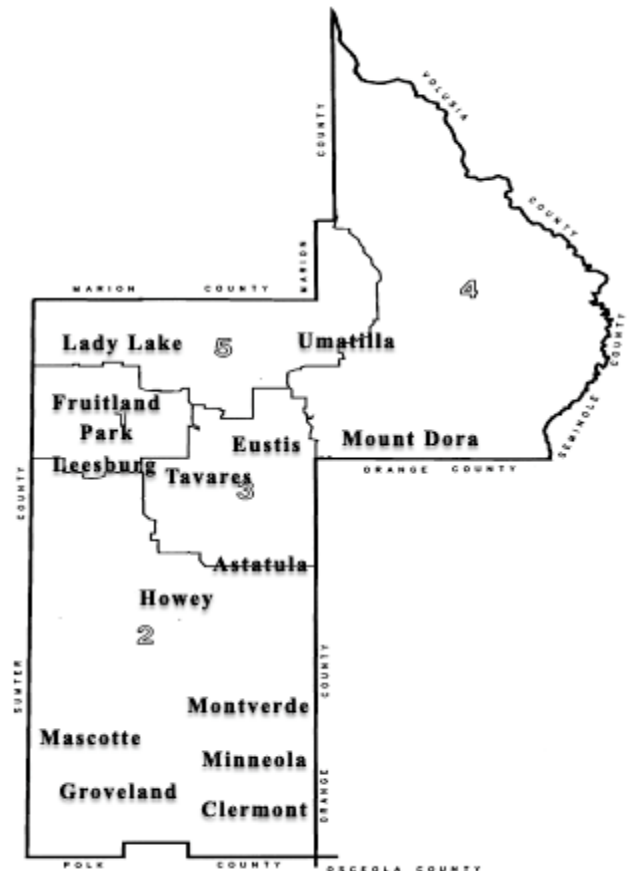
- Created by the Florida Legislature on May 27, 1887.
- Named for its 250 named lakes and 1,735 bodies of water.
- Within the boundaries of Lake County are 14 cities, each of which is governed by a mayor and city council:

Astatula	Howey-in-the-Hills	Montverde
Clermont	Lady Lake	Mount Dora
Eustis	Leesburg	Tavares
Fruitland Park	Mascotte	Umatilla
Groveland	Minneola	

- Lake County is governed by a five-member Board of County Commissioners. The five members are elected countywide, but each represents one district of the County. Each year, the commissioners elect a chairman and vice-chairman.
- A County Manager, who is appointed by and responsible to the Board of County Commissioners, leads the daily operations of the County.

Historical Fact!

Lake County is Florida's 43rd county. It was the first county in the State to organize a County Chamber of Commerce, and it was the first in the United States to have its own county flag.





LAND USE AND DEVELOPMENT

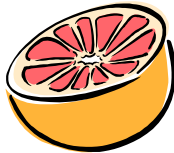
The following table and graphs provide an overview of the geographic characteristics of Lake County.

Geographic Characteristics of Lake County

	Land Area	Climate	Topography
Square Miles	1,156.5		
Acres	740,160		
Average Annual Temperature		71°	
Average Annual Rainfall		51"	
Mean Elevation			120 ft.
Highest Point (Surgarloaf Mountain)			300 ft.
Lowest Point (St. Johns River near Astor)			10 ft.

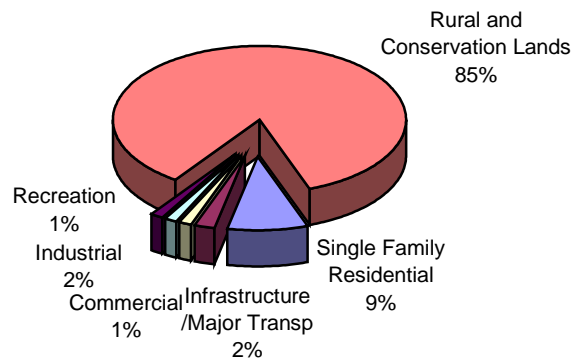
Did You Know?

Until 1983, Lake County was the nation's second largest producer of citrus.



Land Acreage By Future Land Use Unincorporated Lake County

Description	Zoned Acres
Single Family Residential	66,500
Infrastructure/Major Transportation	16,360
Commercial (Retail/Office)	9,950
Industrial	11,004
Recreation	9,300
Rural and Conservation Lands	627,046
Total Acreage	740,160





DEMOGRAPHICS

The following tables depict information related to the population of Lake County.

Population of Lake County

1970	69,305
1980.....	104,870
1990	152,104
1992	162,579
1994	171,168
1996	182,309
1998	196,073
2002	228,349

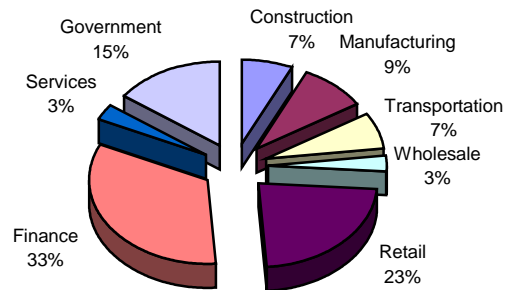
Lake County 2000: Race, Gender & Age Composition

White	184,138
Black or African-American	17,503
Other	8,887
Male	101,866
Female	108,662
Age 0-14.....	35,754
Age 15-44.....	69,139
Age 45-64.....	50,032
Age 65+	55,603

Per Capita Income

1980.....	\$9,869
1998.....	\$22,256
2000.....	\$24,662

Employment By Industry 2001



Lake County's
unemployment has
remained low:

2000

U.S.....	4.50%
Florida	4.50%
Lake.....	2.70%

Lake's Growth Rates

Year	Population	Employment
1980-1990	44.9%	20.1%
1990-2000	38.4%	30.4%
2000-2010	21.7%	24.1%



OTHER STATISTICS

<i>Top Ten Taxpayers in Lake County</i>			
Taxpayer	Type of Business	2002 Assessed Taxable Value	% of Total Assessed Taxable Valuation
Sprint –Florida, Inc.	Public Utility	\$141,600,000	2.04%
Florida Power Corporation	Public Utility	104,161,010	1.30%
Lake Cogen Ltd	Private Power Plant	78,760,330	1.01%
NRG/Recovery Group Inc.	Incinerator	68,530,984	.81%
Sumter Electric Co-op, Inc.	Public Utility	61,070,434	.65%
Cutrale Citrus Juices USA, Inc	Citrus Producer	43,495,056	.64%
Villages of Lake-Sumter, Inc.	Retirement Community	35,884,516	.43%
Summer Bay Partnership	Real Estate Development	31,342,554	.41%
Golden Gem Growers	Citrus Producer	28,854,583	.39%
SDG Macerich Properties, LP	Public Utilities	28,468,422	.34%
Totals		\$622,167,889	8.02%

Source: Lake County Property Appraiser

Library System

Members/Branches	9
Library Materials	285,599
Circulation	801,347
Patrons	67,870

Educational System

Elementary	22
Middle	9
High School	8
Special School	1
Higher Education	1

Top Ten Employers in Lake County

Company	Employees
1. Lake County Public Schools	3,534
2. Village of Lake-Sumter, Inc.	1,900
3. Leesburg Regional Medical Center	1,800
4. Lake County Government	1,523
5. Florida Hospital/Waterman	1,100
6. Sprint	719
7. Golden Gem Growers	609
8. Lester Coggins Trucking, Inc.	500
9. Lake Port Square	400
10. Dura Stress, Inc.	384

Source: Economic Development Commission of Mid-Florida, Inc.

**ECONOMIC INDICATORS**

The health of the local economy is a major determinant of the fiscal condition of the County. A growing economy, new development and rising incomes all contribute to county revenues. Falling incomes, or slowing growth, could have a major negative effect on the County's finances. Because of the significance of the local economy in fiscal planning, the following key indicators are included in this document as an early warning system for future financial problems.

Economic Outlook

The economic health of the County continues to follow national trends, showing a slowing of economic growth during the past year. Through the end of the fourth quarter of 2001, the gross domestic product (GDP) is expected to decline by 2.8%, and rebound by the fourth quarter of 2002 to the 3.2% growth level. Locally, the County created the Jobs Growth Incentive Programs in 1995 to assist business expansion and relocation deemed to be economically significant to the area. Over \$2 million of these funds have been used since then, to assist almost twenty projects. These projects created over 1,250 new jobs, invested over \$61 million in capital, and occupied over 2 million square feet of space. In addition, interest rates remain relatively low. Anticipating this, the County took steps to lengthen its investment portfolio in 1996 by investing in U.S. Treasury securities with maturities of six months to two years. This strategy will be continued in 2002. Interest rates that will be earned on these investments range from 2.74% to 6.01%. Other excess funds are invested in the State of Florida Local Government Surplus Funds Trust Fund, commonly referred to as the SBA. This is essentially a money market fund whose rates ranged from a high of 5.75% to a low of 5.50%.

Another economic factor that is important to the budget process is the consumer price index (CPI). This measure of the average change in prices over time in a fixed market basket of goods and services gives us an indication of price increases for the upcoming year. The annual inflation increase has been around 1.9%, which has been an important factor in controlling costs.

The current combination of growing economy, moderately low interest rates and moderately low inflation make the outlook for continued growth favorable for the coming years. Lake County reflects these general economic conditions as indicated by the statistics below.

Lake	1998	1999	2000	2001 Estimate	2002 Projected	2003 Projected
Population	195,978	203,845	210,528	220,478	228,349	234,873
% Change	4.1	4.0	3.3	4.0	2.9	2.9
Gross Sales (\$000's)	3,198,391	3,535,138	3,970,227	4,158,082	4,345,196	4,540,729
Employment in Lake County	60,550	61,225	64,372	64,837	65,889	67,370
% Change	4.3	1.1	5.1	.7	1.6	2.2
Income (\$billions)	4.9	5.8	7.0	8.2	9.4	10.6
Unemployment Rate	3.4	2.7	2.7	3.7	6.7	6.8
Total Housing Starts	3,284	3,998	5,117	3,963	3,333	3,246
Single Family	2,917	3,405	3,863	3,250	2,753	2,913
Multi-family	367	593	1,225	713	580	332
Business Start-ups	2,012	2,162	2,234	2,323	2,416	2,512



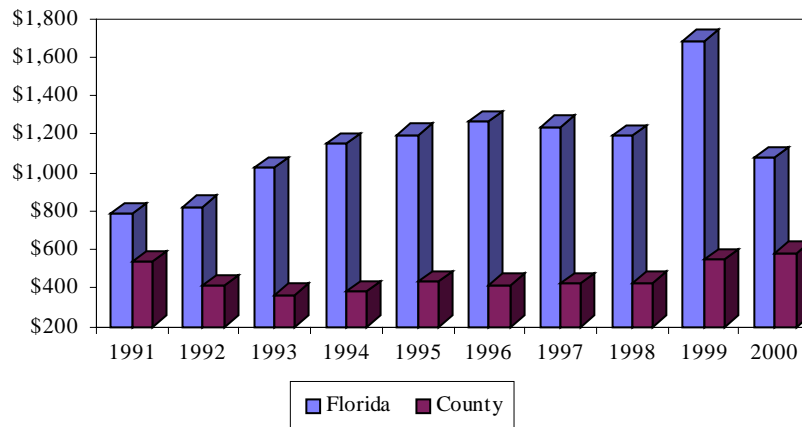
Ranking of Florida Counties

This fiscal comparison offers a different perspective of how well each county in Florida manages its financial resources. By comparing with other counties, finance officers and other county officials supplement traditional “rules of thumb” with empirical data when formulating financial policy decisions.

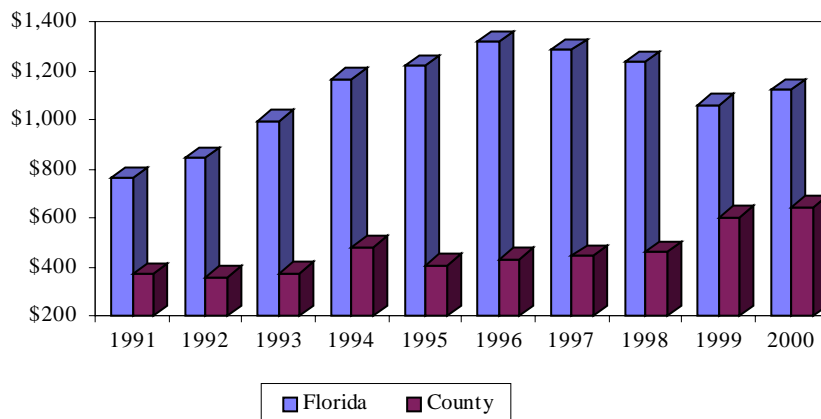
The basic purpose of this data is to allow the Board and Citizens to evaluate Lake County’s financial condition in relation to other Florida counties. The most current available data from the Department of Banking and Finance is through Fiscal Year 2000.

The inclusion of this data in the County’s financial indicators marks a major step forward for county officials who wish to answer the inevitable question “How do we compare?” It provides Lake County with an important tool for analysis and communication. As seen in the graphs below, Lake County’s per capita revenues and expenditures are well below the statewide average. Whereas statewide trends seem to be steadily increasing, the County’s trends remain relatively constant, except for the 1991 increase in judicial expenditures.

Expenditures Per Capita



Revenues Per Capita

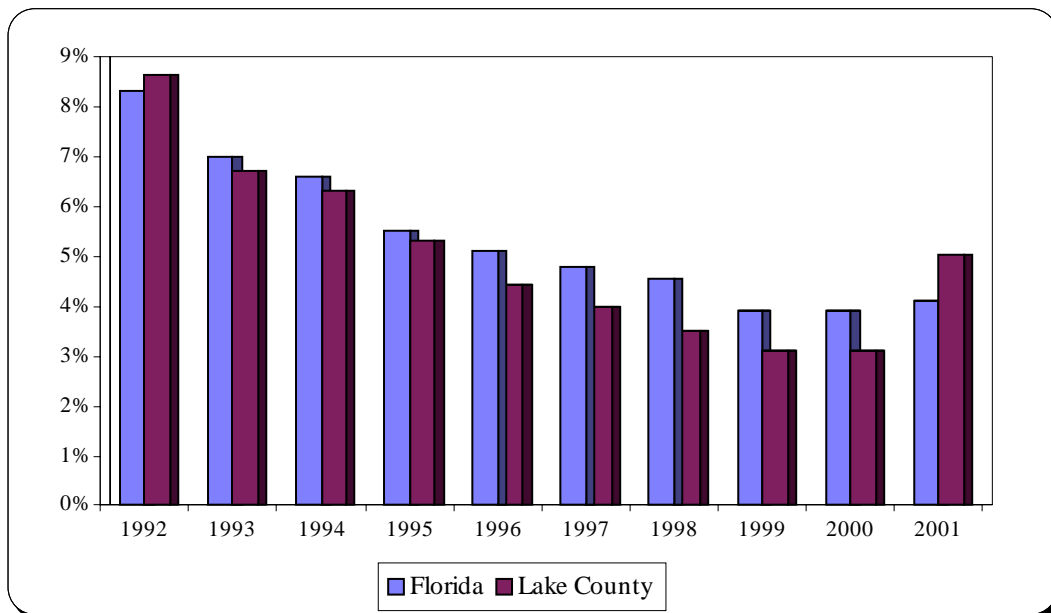




Unemployment Rates

Unemployment rates are a traditional indicator of the relative economic health of the County. Consumers who lose their jobs curtail spending in response to the loss of income, while others who remain employed may curtail spending in anticipation of future job losses. As a result, even small increases in unemployment, accompanied by a loss of consumer confidence, can have a major impact on sales tax dependent revenue sources. Changes in unemployment affect all of the revenue sources associated with the purchase of goods and services: state revenue sharing, local government sales tax, infrastructure sales surtax, local option gas tax, county gas tax, local option resort tax, and franchise fees. These sources of revenue depend on personal consumption; that is, the willingness of consumers to purchase goods.

Lake County's high unemployment rate for FY 1992 is reflective of the County's dependence on the citrus industry and the freeze that occurred in 1989. Lake County's rates from 1993 have paralleled that of Florida and the U.S. and indicates less of a dependence on any one industry.





The revenue sources summarized below and on the following pages represent the major sources of revenues for Lake County. The comparisons on the following pages are for a five-year period, and each analysis shows the percentage of that revenue source to the total revenues of the fund in which it is budgeted.

The combined revenues which are featured in the graphics section comprise over 75% of the total current revenues of all funds (excluding interfund transfers) in both Fiscal Years 2002 and 2003.

CURRENT YEAR MAJOR REVENUE SOURCES BY FUND

Excluding Interfund Transfers

FISCAL YEARS 2002 AND 2003

REVENUE SOURCE	FY 2002 Adopted	% of Operating Budget	FY 2003 Approved	% of Operating Budget
General Fund				
Ad Valorem Taxes	\$ 41,374,110	26.8%	\$ 45,097,781	28.8%
State Sales Tax	8,925,280	5.8%	9,460,797	6.0%
State Revenue Sharing	3,835,283	2.5%	4,027,047	2.6%
Housing Orange County and Federal Prisoners	2,200,000	1.4%	2,200,000	1.4%
Road Impact Fee Fund				
Road Impact Fees	10,445,583	6.8%	12,052,740	7.7%
County Transportation Trust Fund				
Constitutional Gas Tax	2,799,037	1.8%	2,938,990	1.9%
Local Option Gas Tax	4,233,326	2.7%	4,296,826	2.7%
Infrastructure Sales Tax Fund				
Infrastructure Surtax	11,500,000	7.4%	3,074,141	2.0%
County Fire Control Fund				
Fire and Rescue Assessment	7,441,899	4.8%	7,813,994	5.0%
Landfill Enterprise Fund				
Solid Waste Disposal Fees	16,378,419	10.6%	17,476,461	11.2%
Building Services Fund				
Building Permits	4,312,511	2.8%	4,174,385	2.7%
Other Sources				
Interest Revenue	3,672,019	2.4%	3,802,880	2.4%
Federal and State Housing Assistance Grants	3,306,844	2.1%	3,331,718	2.1%
Other Revenues	34,168,854	22.1%	36,795,928	23.5%
Total Operating Revenues, excluding Transfers	<u>\$ 154,593,165</u>	<u>100.0%</u>	<u>\$ 156,543,688</u>	<u>100.0%</u>



CURRENT YEAR MAJOR REVENUE SOURCES BY CATEGORY

Excluding Interfund Transfers
FISCAL YEARS 2002 AND 2003

REVENUE SOURCE	FY 2002 Adopted	% of Operating Budget	FY 2003 Approved	% of Operating Budget
Taxes				
Ad Valorem Taxes - General Fund	\$ 41,374,110	26.8%	\$ 45,097,781	28.8%
State Sales Tax	8,925,280	5.8%	9,460,797	6.0%
Local Option Gas Tax	4,233,326	2.7%	4,296,826	2.7%
Infrastructure Surtax	11,500,000	7.4%	3,074,141	2.0%
Fire and Rescue Assessment	7,441,899	4.8%	7,813,994	5.0%
Licenses and Permits				
Building Permits	4,312,511	2.8%	4,174,385	2.7%
Intergovernmental Revenues				
State Revenue Sharing	3,835,283	2.5%	4,027,047	2.6%
Constitutional Gas Tax	2,799,037	1.8%	2,938,990	1.9%
Federal and State Housing Assistance Grants	3,306,844	2.1%	3,331,718	2.1%
Charges for Services				
Housing Orange County and Federal Prisoners	2,200,000	1.4%	2,200,000	1.4%
Solid Waste Disposal Fees	16,378,419	10.6%	17,476,461	11.2%
Miscellaneous Revenues				
Road Impact Fees	10,445,583	6.8%	12,052,740	7.7%
Interest Revenue	3,672,019	2.4%	3,802,880	2.4%
Other Sources				
Other Revenues	34,168,854	22.1%	36,795,928	23.5%
Total Operating Revenues, excluding Transfers	<u>\$ 154,593,165</u>	<u>100.0%</u>	<u>\$ 156,543,688</u>	<u>100.0%</u>

Florida Statutes (Section 218.33) require that County governments use the Uniform Accounting System Chart of Accounts developed by the State Department of Banking and Finance. The following revenue categories are defined in the State Uniform Accounting System Manual.

Taxes. Charges levied by the local unit against the income or wealth of a person, natural or corporate.

Licenses and Permits. Revenues derived from the issuance of local licenses and permits.

Charges for Services. All revenues stemming from the charges for current services, excluding revenues of Internal Service Funds. Record all revenues related to services performed whether received from private individuals or other governmental units.

Fines and Forfeits. Revenues received from fines and penalties imposed for the commission of statutory offenses, violation of lawful administrative rules and regulations, and for neglect of official duty. Forfeits include revenues resulting from confiscation of deposits or bonds held as performance guarantees and proceeds from the sale of contraband property seized by law enforcement agencies pursuant to Section 932.701, Florida Statutes.

Miscellaneous Revenues. Revenues from sources not otherwise provided for in the above series of accounts. This category includes, but is not limited to, Impact Fees and interest earnings.

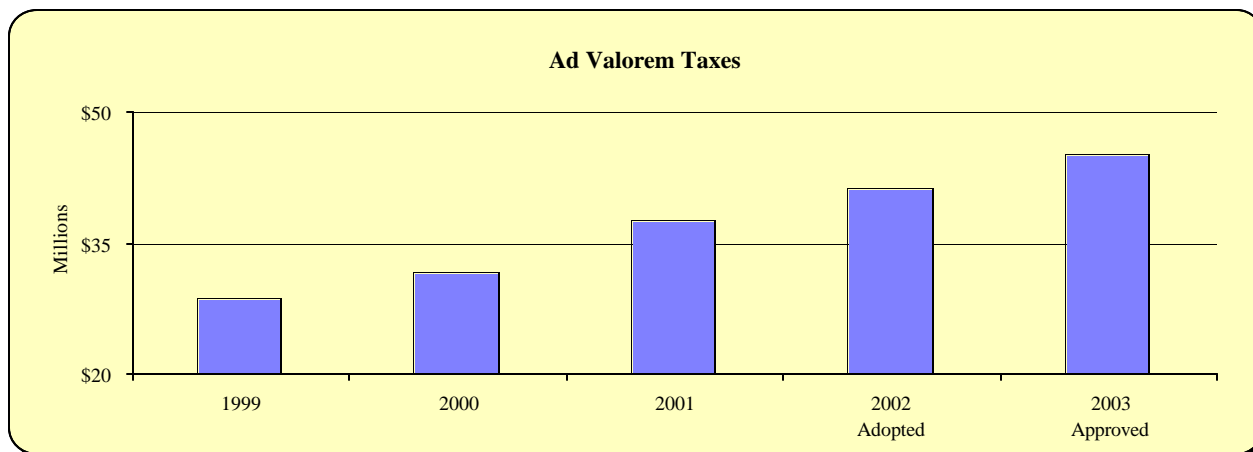


Fiscal Years 2002 and 2003

Major Revenue Sources

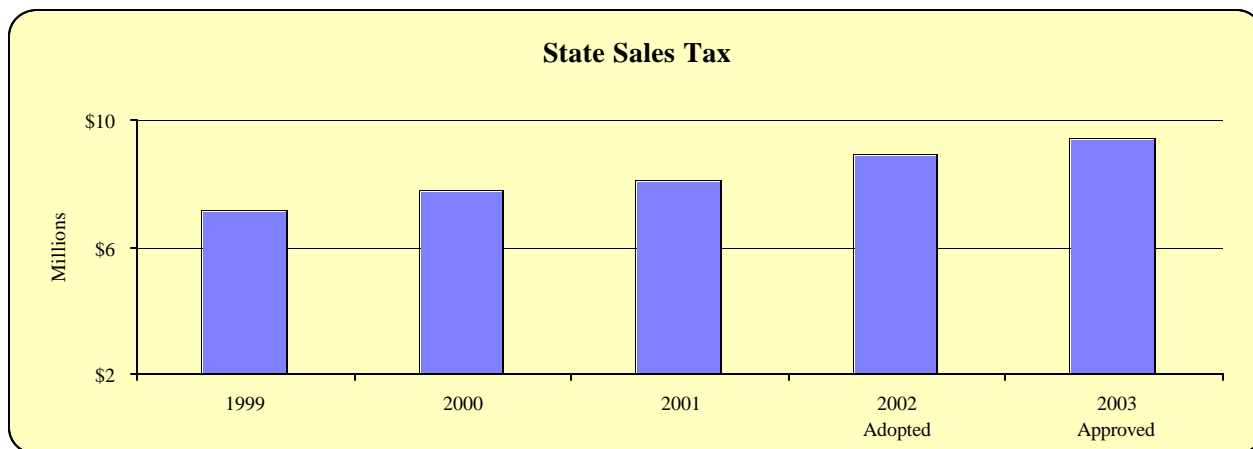
Ad Valorem Taxes (General Fund). Chapter 192, Florida Statutes, empowers the Property Appraiser to assess all property located within the County, except inventory. Upon completion of the assessment, the Property Appraiser certifies the taxable value to the County by July 1. The final amount of property taxes is determined at the last budget public hearing in September when the Board of County Commissioners established the final millage rate. The amount of taxes assessed is the product of the millage rate times the assessed valuation. The millage rate was increased in FY 2001 from 4.733 mills to 5.117 mills primarily to address costs for public safety, library expansions, and unfunded mandated State costs and State revenue reductions. The assessed taxable value of Lake County properties increased 10% in each of the Fiscal Years 01 and 02. The County's building permit charts indicate a 9% growth in FY 2003. Of particular interest is the County's increasing dependency on property taxes to fund general countywide expenses.

	Actual Collections			Adopted	Approved
	FY 1999	FY 2000	FY 2001	FY 2002	FY 2003
Ad Valorem Taxes - Current	\$28,723,415	\$31,699,946	\$37,587,262	\$41,374,110	\$45,097,781
% of General Fund Revenues	50%	50%	51%	60%	62%



State Sales Tax (General Fund). Created in 1982, the Local Government Half-Cent Sales Tax program is a state-shared revenue of general sales and use tax. Estimates are provided by the State. The program consists of distributions to counties and municipalities pursuant to Part I of Chapter 212, Florida Statutes. This source of General Fund revenue has increased annually from a high of 8% in Fiscal Years 1998 and 1999 to a projected 6% in Fiscal Year 2003.

	Actual Collections			Adopted	Approved
	FY 1999	FY 2000	FY 2001	FY 2002	FY 2003
State Sales Tax	\$ 7,135,107	\$ 7,771,601	\$ 8,100,498	\$ 8,925,280	\$ 9,460,797
% of General Fund Revenues	12%	12%	11%	13%	13%



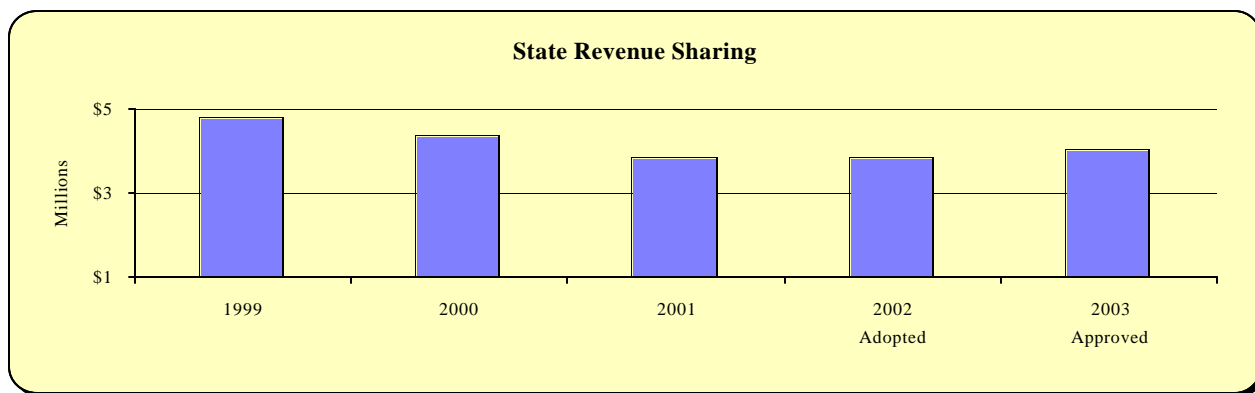


Fiscal Years 2002 and 2003

Major Revenue Sources

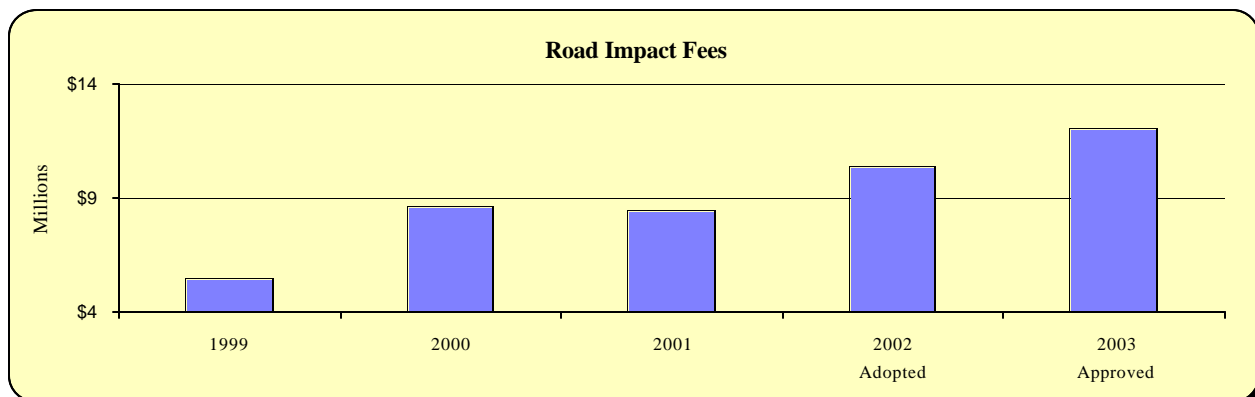
State Revenue Sharing (General Fund). The State Revenue Sharing program is administered by the State Department of Revenue. Prior to FY 2000, the State Revenue Trust Fund consisted of 2.9% of cigarette tax collections and 33.5% of net intangible tax collections. In the State's FY 2000 (which began July 1), the law was amended to change the revenue source for the Trust Fund: 2.9% of net cigarette tax collections and 2.25% of sales and use tax collections. The funds are distributed monthly to counties based on a three-factor formula consisting of total county population, unincorporated area population, and county sales tax collections. As a result of the changes in funding distribution, Lake County received more than \$1,000,000 less in FY 01 than in FY 99. Since 97% of the total Revenue Sharing dollars are from the sales and use tax collections, counties throughout the State will be monitoring monthly distributions closely.

	Actual Collections			Adopted	Approved
	<u>FY 1999</u>	<u>FY 2000</u>	<u>FY 2001</u>	<u>FY 2002</u>	<u>FY 2003</u>
State Revenue Sharing	\$ 4,814,442	\$ 4,372,898	\$ 3,863,202	\$ 3,835,283	\$ 4,027,047
% of General Fund Revenues	8%	7%	5%	6%	6%



Road Impact Fees (Road Impact Fee Fund). County Ordinance 1985-1 was adopted to regulate the use and development of land in order to ensure that new development bears a proportionate share of the cost of capital expenditures necessary to provide roads in Lake County and are collected on new dwellings. All revenues collected from road impact fees are used exclusively for capital improvements within the road benefit district from which the funds were collected. Except for FY 2001, revenues from this fee have been increasing steadily at about a 15% rate since 1999. Estimates are based on projections of new housing and commercial permits.

	Actual Collections			Adopted	Approved
	<u>FY 1999</u>	<u>FY 2000</u>	<u>FY 2001</u>	<u>FY 2002</u>	<u>FY 2003</u>
Road Impact Fees	\$ 5,506,081	\$ 8,632,296	\$ 8,432,284	\$ 10,445,583	\$ 12,052,740
% of Road Impact Fee Fund Revenues	91%	92%	88%	93%	93%



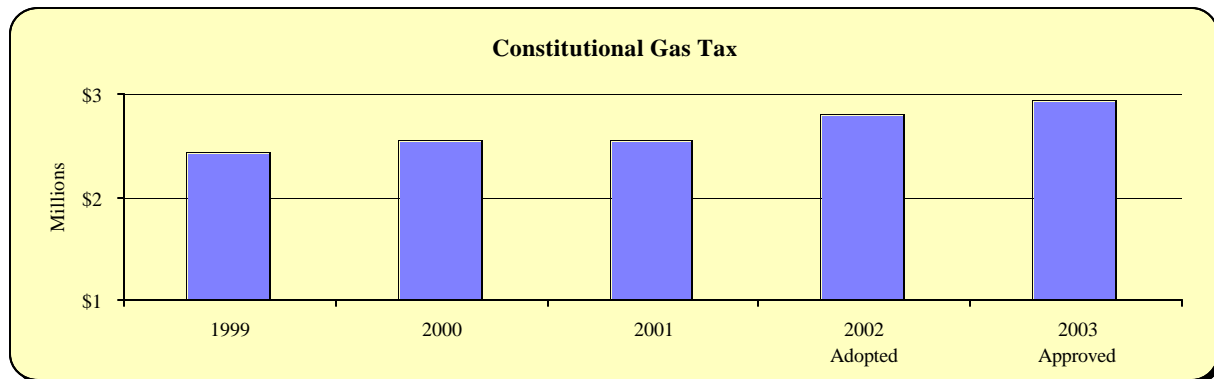


Fiscal Years 2002 and 2003

Major Revenue Sources

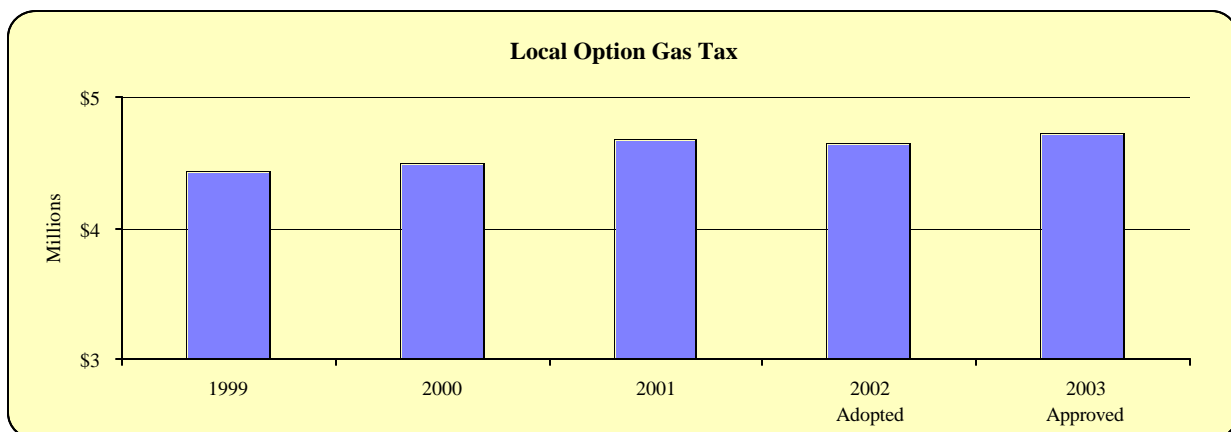
Constitutional Gas Tax (County Transportation Trust Fund). This is a two-cent tax imposed on every gallon of motor fuel and special fuel sold at the wholesale level. Use of the proceeds is restricted to the acquisition, construction and maintenance of roads. The tax is administered by the Florida Department of Revenue and distributed to the State Board of Administration (SBA). The distribution is divided into an 80% portion and a 20% portion. The SBA uses the 80% portion to fund debt service requirements of bond issues pledging Constitutional Base Tax receipts as funding. If there are no debt service requirements, or if there is a surplus from the 80% portion, it is distributed to the County on a monthly basis. The 20% portion is distributed directly to the County. The percentage annual growth in this source averages approximately 5% annually; receipts for September 2001 were unusually low.

	Actual Collections			Adopted	Approved
	<u>FY 1999</u>	<u>FY 2000</u>	<u>FY 2001</u>	<u>FY 2002</u>	<u>FY 2003</u>
Constitutional Gas Tax	\$ 2,445,571	\$ 2,550,956	\$ 2,554,813	\$ 2,799,037	\$ 2,938,990
% of County Transp. Trust Fund Rev.	24%	25%	24%	25%	25%



Local Option Gas Tax (County Transportation Trust Fund). The Local Option Gas Tax is a six-cent tax imposed on every gallon of motor fuel and special fuel sold at the retail level. Use of the proceeds is restricted to transportation expenditures. The tax is administered by the Florida Department of Revenue, which distributes monthly to the County and the various municipalities within the County based on interlocal agreements. Because Lake County borders a larger Orlando metropolitan area in which residents may purchase gasoline, the Department of Public Works has taken a leadership role in promoting the purchase of gasoline within our own county. The actual collections increase slightly each year. Projections for FY 02 and FY 03 were based on a state-derived formula.

	Actual Collections			Adopted	Approved
	<u>FY 1999</u>	<u>FY 2000</u>	<u>FY 2001</u>	<u>FY 2002</u>	<u>FY 2003</u>
Local Option Gas Tax	\$ 4,071,528	\$ 4,119,273	\$ 4,260,313	\$ 4,233,326	\$ 4,296,826
% of County Transp. Trust Fund Rev.	39%	40%	40%	38%	38%



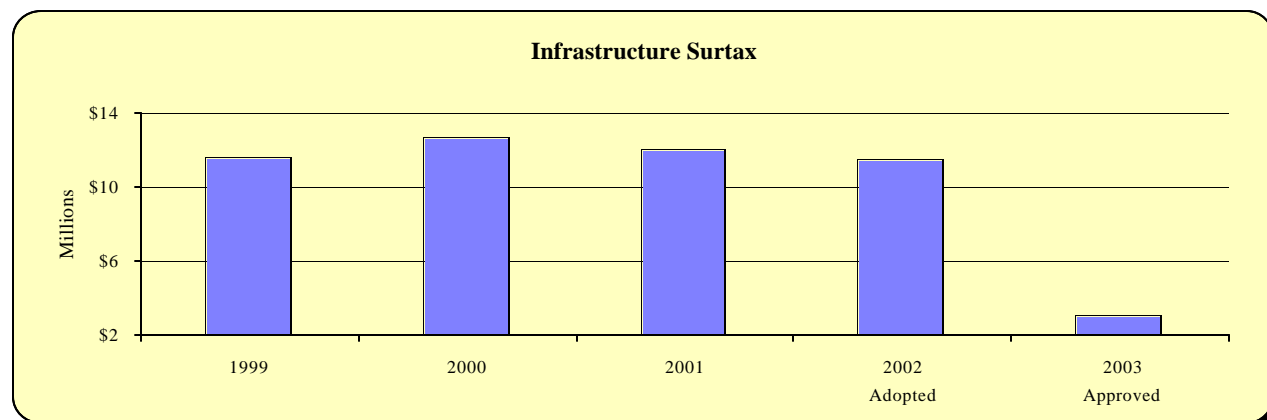


Fiscal Years 2002 and 2003

Major Revenue Sources

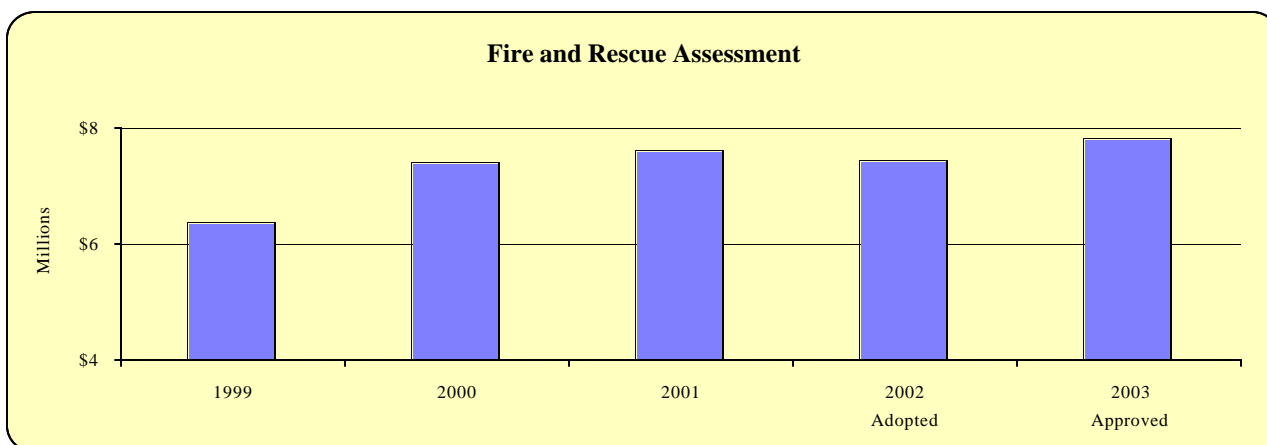
Infrastructure Surtax (Infrastructure Sales Tax Fund). Local governments are authorized to levy a discretionary sales surtax pursuant to Section 212.055 (2), Florida Statutes. The 1% levy began January 1, 1988, as a result of a countywide referendum, in order to finance the construction of jail and court facilities, the renovation of the Historical Courthouse and Administration Building, and other capital projects, such as those at the County landfill. The extra penny tax is divided between the County (67%) and the cities pro rated by population (33%). This budget reflects revenues expected to be collected as of September when the budget was adopted. [NOTE: As a subsequent event, in November, voters approved the 1% renewal; proceeds will be split equally with the County (1/3), the cities (1/3) and the School Board (1/3). The County expects to receive approximately \$7 million in FY 03 which is not reflected in the dollars below.]

	Actual Collections			Adopted	Approved
	<u>FY 1999</u>	<u>FY 2000</u>	<u>FY 2001</u>	<u>FY 2002</u>	<u>FY 2003</u>
Infrastructure Surtax	\$ 11,596,507	\$ 12,650,989	\$ 12,096,582	\$ 11,500,000	\$ 3,074,141
% of Infrast. Sales Tax Fd. Rev.	99.9%	99.9%	99.9%	99.9%	99.9%



Fire and Rescue Assessment. (County Fire Control Fund). County Ordinance 1984-9 created a municipal taxing unit to provide fire protection in the unincorporated areas of Lake County, as well as cities of Lady Lake, Minneola, Howey-in-the-Hills, and Astatula. For FY 02, the residential assessment rate increased from \$90 to \$94.50 per single family dwelling and the commercial rate increased at a comparable incremental rate. The assessment is projected to be \$100 in FY 03. The budget for FY 02 is a conservative estimate based on recalculating some of the commercial structures.

	Actual Collections			Adopted	Approved
	<u>FY 1999</u>	<u>FY 2000</u>	<u>FY 2001</u>	<u>FY 2002</u>	<u>FY 2003</u>
Fire & Rescue Assessment	\$ 6,396,213	\$ 7,410,754	\$ 7,605,510	\$ 7,441,899	\$ 7,813,994
% of County Fire Contr. Fd. Rev.	86%	90%	96%	92%	92%



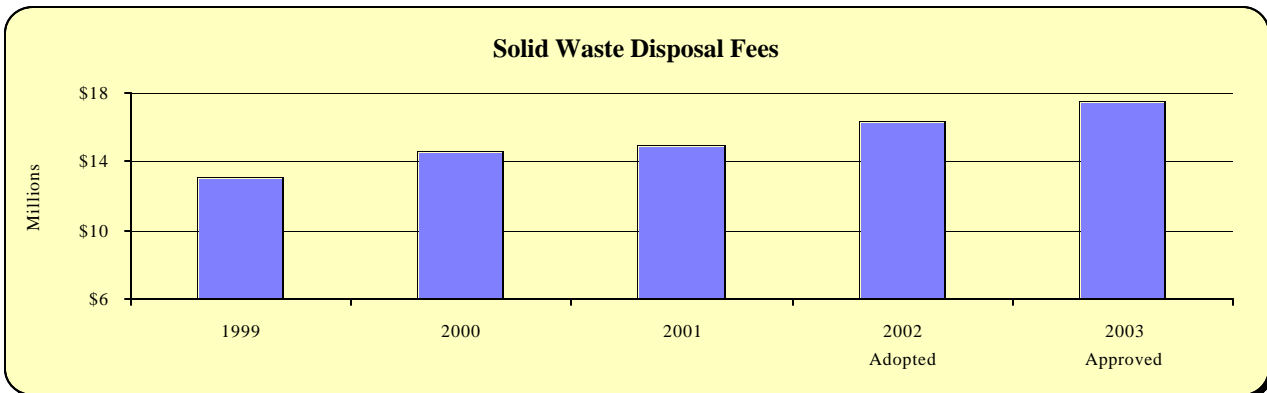


Fiscal Years 2002 and 2003

Major Revenue Sources

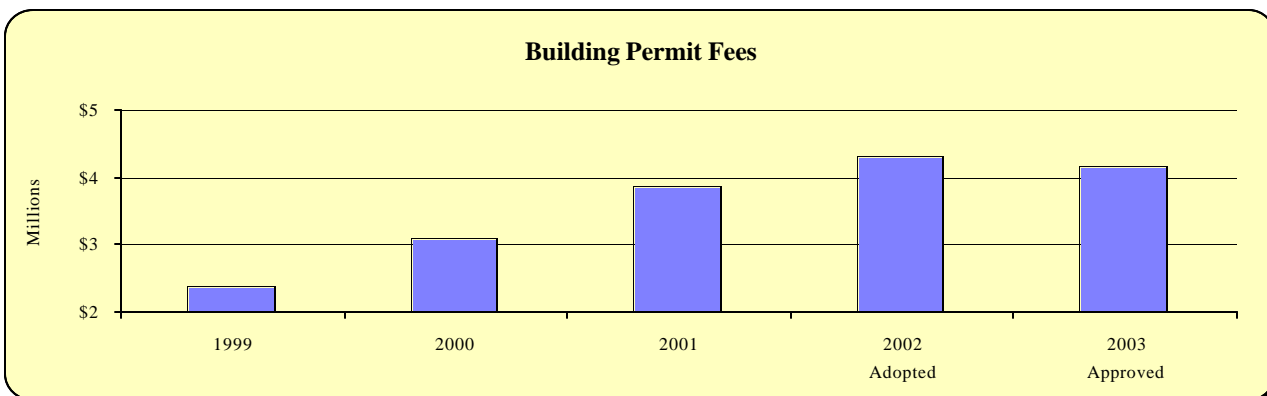
Solid Waste Disposal Fees (Landfill Enterprise Fund). By enacting Ordinance 1988-14, the County established a method of levying and collecting a non ad valorem assessment upon owners of improved real property in the County to provide for the collection and disposal of solid waste. The Board of County Commissioners adopted a new fee schedule for Fiscal Year 2002 in order to meet increasing debt payments to the owners of the solid waste incinerator. The solid waste disposal rate increased from \$90.46 to \$107.50 per residential household, and self-haul rates increased from \$13.06 to \$25. During Fiscal Year 2002, the County will be considering changing the method of collection of disposal fees.

	Actual Collections			Adopted	Approved
	FY 1999	FY 2000	FY 2001	FY 2002	FY 2003
Solid Waste Disposal Fees	\$ 13,050,936	\$ 14,629,766	\$ 15,015,040	\$ 16,378,419	\$ 17,476,461
% of Landfill Ent. Fund Revenues	88%	87%	91%	93%	93%



Building Permits (Building Services Fund). Building permit revenue is derived from fees paid by contractors and individual home builders. These fees are intended to offset the cost of inspections made to ensure that construction meets federal, state and local building code requirements. The County collects permit fees only for construction occurring in the unincorporated areas of Lake County. In July 2000, permitting fees were increased to support staff necessary to maintain the quality level of service in the rapidly growing community. The growth rate is expected to slightly decline in FY 03.

	Actual Collections			Adopted	Approved
	FY 1999	FY 2000	FY 2001	FY 2002	FY 2003
Building Permits	\$ 2,380,154	\$ 3,110,133	\$ 3,876,862	\$ 4,312,511	\$ 4,174,385
% of Building Services Fund Rev.	86%	86%	89%	94%	96%



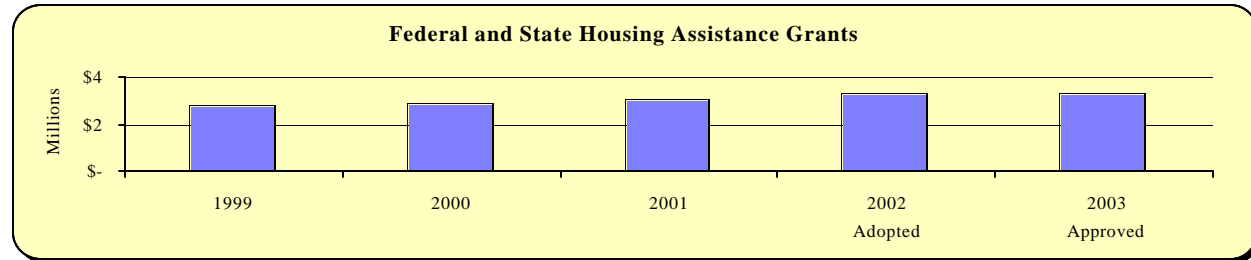


Fiscal Years 2002 and 2003

Major Revenue Sources

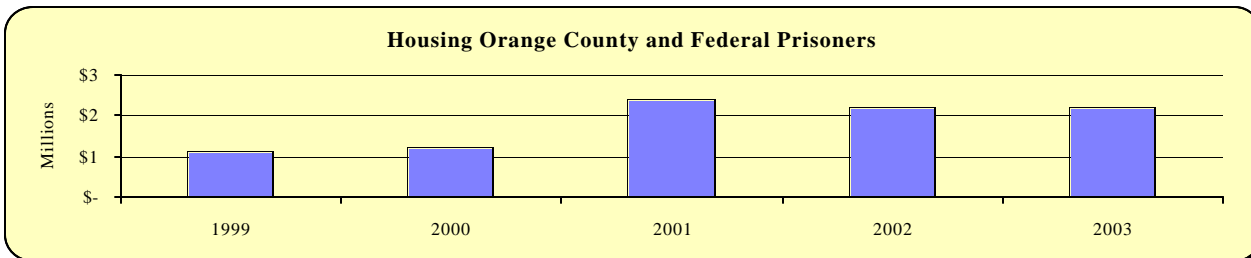
Federal and State Housing Assistance Grants (Community Services). The *Section 8 Housing Grant* provides housing assistance to qualified persons in accordance with a grant from the U.S. Department of Housing and Urban Development. The Affordable Housing Fund accounts for revenues received from the State Housing Initiative Partnership Program pursuant to Sections 420.9072 through 420.9079, Florida Statutes. These dollars are awarded to counties based on a federal or state formula.

	Actual Collections			Adopted	Approved
	<u>FY 1999</u>	<u>FY 2000</u>	<u>FY 2001</u>	<u>FY 2002</u>	<u>FY 2003</u>
Housing Assistance Grants	\$ 2,767,950	\$ 2,902,873	\$ 3,056,838	\$ 3,306,844	\$ 3,331,718
% of Total Housing Asst. Fd.	99%	99%	99%	99%	99%



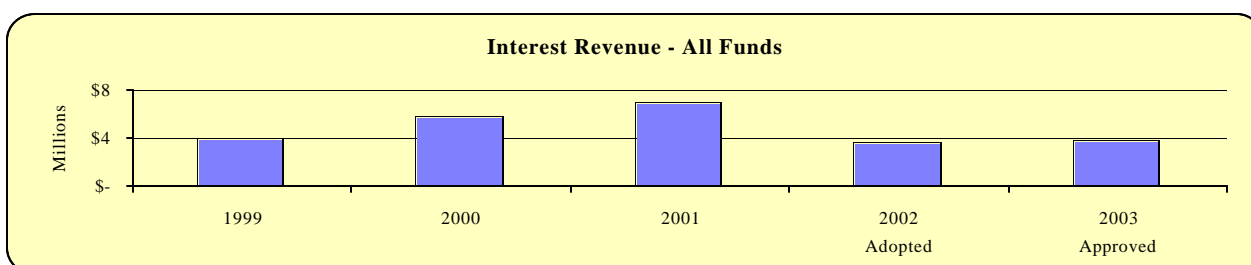
Housing Orange County and Federal Prisoners (General Fund). Through interlocal agreements with Orange County, Florida, the Federal Bureau of Prisons, and the United States Marshals Service, the County provides space for inmates at an established rate per inmate per day. Contracts are renewed annually; estimates are based on jail capacity.

	Actual Collections			Adopted	Approved
	<u>FY 1999</u>	<u>FY 2000</u>	<u>FY 2001</u>	<u>FY 2002</u>	<u>FY 2003</u>
Housing Prisoners	\$ 1,140,269	\$ 1,240,690	\$ 2,432,262	\$ 2,200,000	\$ 2,200,000
% of General Fund Revenues	2%	2%	3%	3%	3%



Interest Revenue (All Funds). The County is a member of the Local Government Surplus Funds Trust Fund that is administered by the State Board of Administration of Florida (SBA). Approximately 75% of the County's surplus funds are invested with the SBA. The remaining 25% consist of short-term U.S. Treasury Bills and Notes, U.S. Agencies, Repurchase Agreements, and the Florida Local Government Investment Trust. Estimates are based on projected lower interest rates.

	Actual Collections			Adopted	Approved
	<u>FY 1999</u>	<u>FY 2000</u>	<u>FY 2001</u>	<u>FY 2002</u>	<u>FY 2003</u>
Interest Revenue	\$ 3,922,249	\$ 5,768,526	\$ 6,968,052	\$ 3,672,019	\$ 3,802,880
% of Total Budget (Actual)	3%	4%	4%	3%	3%



Preserving the Past...

Envisioning the Future



Departmental Services

Department of Facilities and Capital Improvements

Department of Growth Management

Department of Fiscal and Administrative Services

Department of Community Services

Department of Emergency Services

Department of Solid Waste Management

Department of Public Works

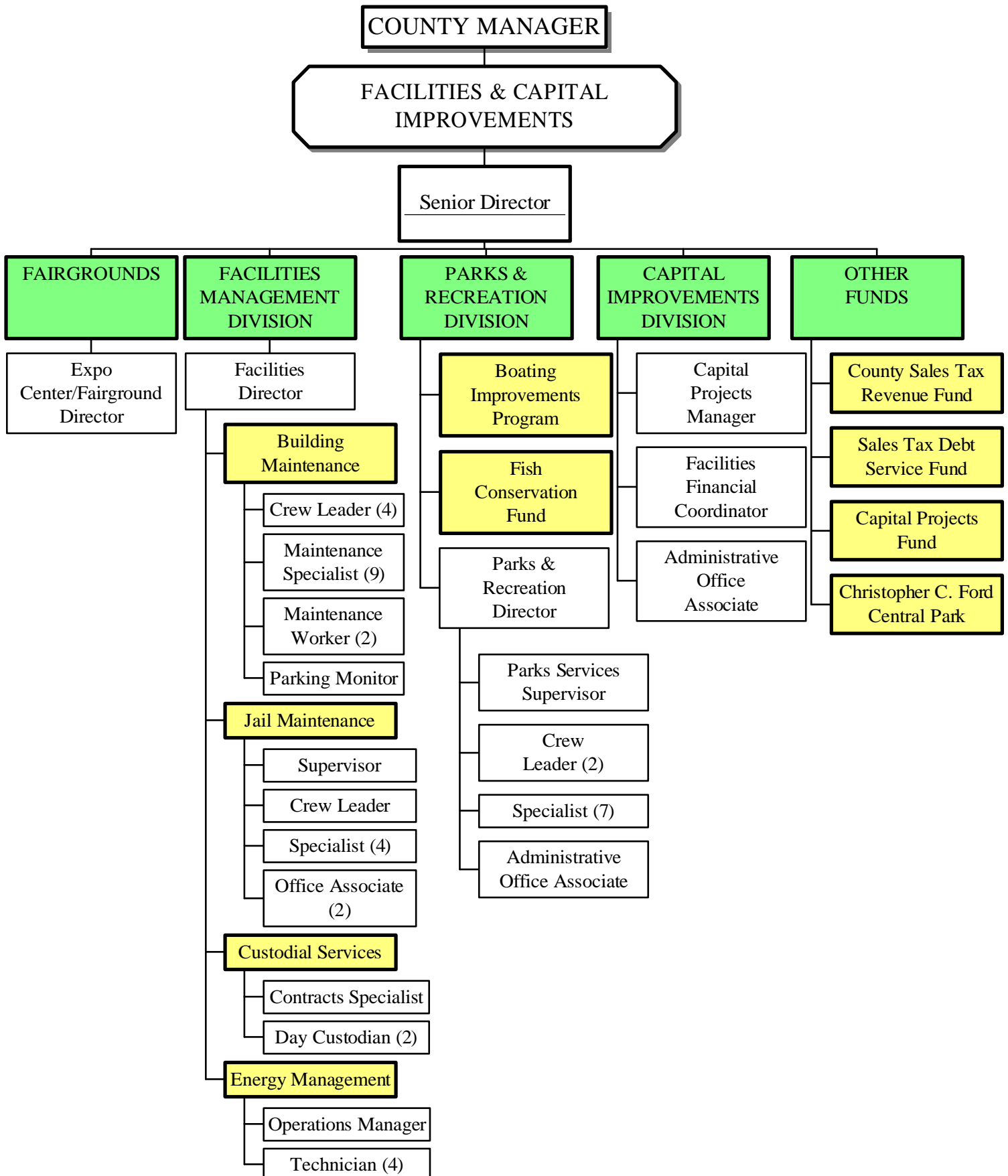


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Facilities & Capital Improvements Organization Chart





Facilities & Capital Improvements



Michael P. Anderson
Senior Director

352-343-9509
manderson@co.lake.fl.us

50 full-time employees



Judith M. Evans
Expo Center/Fairgrounds
Director

343-9692

1 full-time employee



Clifton E. Couey
Facilities Director

343-9760
ecouey@co.lake.fl.us

33 full-time employees



Robert L. Stevens
Parks & Recreation
Director

343-9761
bstevens@co.lake.fl.us

12 full-time employees



Douglas L. Conway
Capital Projects Manager

343-9509
dconway@co.lake.fl.us

3 full-time employees



**DEPARTMENT OF FACILITIES AND
CAPITAL IMPROVEMENTS**

MISSION

Provide services that enhance the quality of life for the citizens of Lake County by developing safe, efficient, well maintained facilities.

BENCHMARK

Building Maintenance – Preventive Maintenance: To maintain a 70:30 ratio of preventive maintenance (planned) to emergency and routine maintenance (unplanned). Benchmark Partner: Valencia Community College Facilities Maintenance.

SERVICES

The Divisions within the Department are: *Fairgrounds Operations; Facilities Management*, which includes Building Maintenance, Jail Maintenance, Custodial Services, and Energy Management; *Parks and Recreation*; and *Capital Improvements Administration*.

**FISCAL YEARS 2000 AND 2001 RESULTS AND
OUTCOMES**

The following is an executive summary of the results of departmental major initiatives, service efforts, and accomplishments which directly tie to the Board of County Commissioners' Focus Areas and Goals for those fiscal years.

The Fairgrounds Division had many renovations completed for the Expo Hall. This will enable the Hall to be rented for more varied types of activities and possibly generate more revenue. Some new promotional activities were begun for the Farmers' Market, including new types of advertising. The Division achieved a 95% overall customer satisfaction rating based on the survey conducted.

Some of the accomplishments of the Facilities Management Division include the negotiation with the Sheriff's Department to provide lawn care services using inmate labor to save costs by eliminating the annual lawn care service contract. New bathroom water controls were installed to save on utility and maintenance costs. The Division also retrofitted the central energy plant chiller to operate with ozone friendly refrigerant. Also, to improve security in Lake County buildings, an improved lock system was implemented.

Coordinating the donation of land from the Astor Lions' Club for the Astor Lions' Park was one of the successes of the Parks and Recreation Division. They also completed the construction of a ball field at Paisley Park and playgrounds at the McTureous Memorial Park. The Division is also continuing to develop the Palatlahaka Environmental and Agricultural Reserve (PEAR) Park management plan.

The Capital Improvements Administration Division completed several projects recently. Some of them include the completion of the addition and renovation to the Sheriff's Department property in Groveland, completion of the Bay Lake fire station, the renovation of the Law Library and the Judicial Center Judges' Suites 9-12, East Lake Library and Citrus Ridge Library sites, and the Hunter Building. The Division also upgraded the telephone system in the County Administration Building. Several assets were recently acquired also to begin construction projects, including the First Union Building, the site in Groveland for the Marion Baysinger Library, and the Astor River Park property.

FY 2002 AND 2003 DEPARTMENT OBJECTIVES

The following is a summary of departmental objectives which tie directly to the FOCUS AREAS of the Board of County Commissioners and are funded within the department's balanced budget.

Focus III: Nourish Communities

- ✍ Complete construction of Phase I of Lake Idamere Park, Twin Lakes Park and Pine Forest Park.
- ✍ Acquire and master plan a regional park.
- ✍ Complete approved PEAR Park site management plan.
- ✍ Establish 3 district operations programs and locate and establish a North District Operations Facility.
- ✍ Establish Division trees and plant nursery at PEAR Park.
- ✍ Complete construction of fire stations in Astor and South Lake.

Focus IV: Increase Citizen Confidence

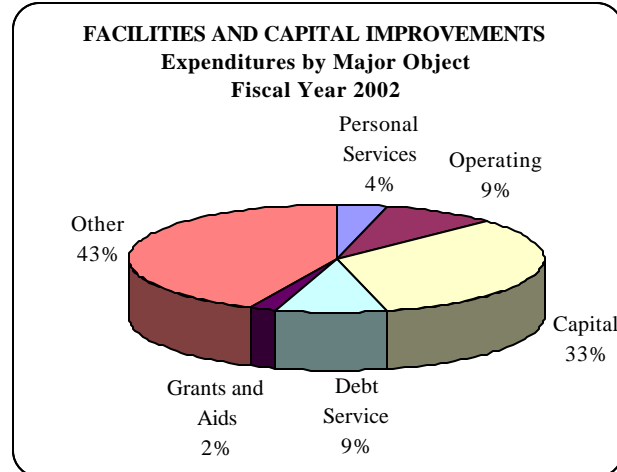
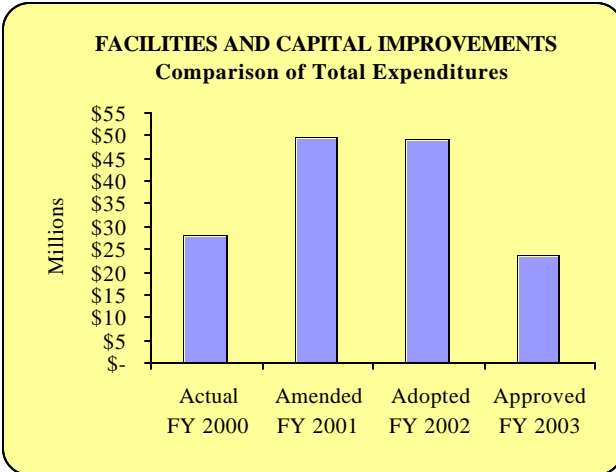
- ✍ Conduct shopper and vendor surveys at Farmers' Market.
- ✍ Fully utilize the Maximo database tracking program for maintenance.
- ✍ Implement the addition of lighting controls to lower utility costs.
- ✍ Complete modifications to the First Union Building, Groveland Library site and the construction of the libraries in Astor and Paisley.



Department Summary and Highlights

Fiscal Years 2002 and 2003 Department of Facilities and Capital Improvements

FINANCIAL HIGHLIGHTS



Significant changes. The General Fund funding for the budget increased \$1,305,713 (22.29%) in FY 2002 and decreased \$1,840,319 (-25.69%) in FY 2003. Budget changes include: increased facilities maintenance costs, including replacement of audio-visual equipment and its network cabling in the Judicial Center and several projects that occur once in a multiple-year time period (carpet replacement, sealing walls, recirculation lines); negotiation of a new custodial contract; new fuel surcharges being passed through from utility companies and an increased utility rate; training for maintenance staff for specialized software for their divisions; and a decrease in the transfer in from the Infrastructure Sales Tax Fund for the Capital Improvements division.

The decrease in the FY 2003 budget overall is mainly due to the uncertainty of the infrastructure sales tax being renewed in the County. The extra penny sales tax revenue sunsets December 2002. The extension of this revenue source is subject to the outcome of the vote on the November 2001 ballot for the continuation of the extra penny sales tax for another 15-year period. The FY 2003 budget has been prepared not showing this revenue source in case the extension is rejected by the taxpayers.

Expenditures by Major Object	Actual FY 2000	Amended FY 2001	Adopted FY 2002	Approved FY 2003
Personal Services	\$ 1,543,287	\$ 1,888,989	\$ 1,992,622	\$ 2,092,756
Operating Expenses	2,003,577	3,412,952	4,275,661	3,122,957
Capital Outlay	2,336,356	14,567,570	16,523,537	2,960,889
Debt Service	6,171,434	6,141,367	4,291,300	4,285,744
Grants and Aids	643,693	787,715	1,005,217	208,000
Other (including transfers & reserves)	15,268,519	22,797,922	21,393,065	11,148,693
Total Expenditures	\$ 27,966,866	\$ 49,596,515	\$ 49,481,402	\$ 23,819,039

Staffing by Division	Actual FY 2000	Amended FY 2001	Adopted FY 2002	Approved FY 2003
Fairgrounds	2	2	1	1
Building Maintenance	14	17	17	17
Jail Maintenance	6	8	8	8
Custodial Services	3	3	3	3
Energy Management	4	5	5	5
Historical Museum	1	0	0	0
Parks and Recreation	2.5	2.5	2.5	2.5
Parks Services	9.5	9.5	9.5	9.5
Capital Improvements Administration	4	4	4	4
Total Full-Time Positions	46	51	50	50



Department Summary and Highlights

Fiscal Years 2002 and 2003 Department of Facilities and Capital Improvements

DEPARTMENT OF FACILITIES AND CAPITAL IMPROVEMENTS

EXPENDITURES BY PROGRAM	Actual FY 2000	Amended Budget FY 2001	Adopted Budget FY 2002	% Change Over FY 2001	Approved Budget FY 2003
General Fund					
Fairgrounds	\$ 93,810	\$ 149,058	\$ 112,968	(24.2%)	\$ 118,247
Building Maintenance	857,739	1,813,079	2,334,355	28.8%	1,314,563
Jail Maintenance	378,989	637,367	778,535	22.1%	671,698
Custodial Services	388,295	502,979	584,937	16.3%	637,023
Energy Management Services	1,100,366	1,275,121	1,416,184	11.1%	1,495,925
Parks and Recreation	564,242	827,522	1,036,142	25.2%	341,272
Parks Services	348,419	533,302	536,540	0.6%	587,750
Boating Improvements	70,611	154,128	200,517	30.1%	87,000
Capital Improvements Admin	280,122	293,659	303,450	3.3%	318,700
Parks Capital Projects	186,348	670,239	660,517	(1.5%)	51,000
Total General Fund	4,268,941	6,856,454	7,964,145		5,623,178
% Change			16.2%		(29.4%)
CCF Central Park Fund	1,020,914	1,967,057	2,851,018	44.9%	3,153,549
Fish Conservation Fund	79,756	116,354	135,804	16.7%	75,179
County Sales Tax Revenue Fund	13,898,536	13,277,988	11,537,331	(13.1%)	3,496,634
Sales Tax Debt Service Fund	4,310,257	7,761,852	7,824,327	0.8%	4,355,027
Sales Tax Capital Projects Fund	4,388,462	19,616,810	19,168,777	(2.3%)	7,115,471
Total Expenditures	\$ 27,966,866	\$ 49,596,515	\$ 49,481,402	(0.2%)	\$ 23,819,038

REVENUES BY SOURCE	Actual FY 2000	Amended Budget FY 2001	Adopted Budget FY 2002	% Change Over FY 2001	Approved Budget FY 2003
Transfer In - Infrastructure Sales Tax:					
For Capital Improvements Admin	\$ 291,402	\$ 289,409	\$ 158,887	(45.1%)	\$ -
For Parks and Recreation	370,000	350,000	350,000	0.0%	-
Transfer In - Fish Conservation Fund	50,000	-	30,000	100.0%	35,000
Fairgrounds	162,785	175,000	166,500	(4.9%)	171,740
Building Maintenance	3,450	3,200	3,200	0.0%	3,200
Parks and Recreation	100,000	-	-	0.0%	-
Boating Improvements	85,025	81,000	86,000	6.2%	87,000
Capital Improvements Administration	-	-	6,000	100.0%	3,000
Parks Capital Projects	-	100,000	-	(100.0%)	-
General Fund Funding	3,206,279	5,857,845	7,163,558		5,323,238
% Change			22.29%		(25.7%)
CCF Central Park Fund	539,549	1,967,057	2,851,018	44.9%	3,153,549
Fish Conservation Fund	26,801	116,354	135,804	16.7%	75,179
County Sales Tax Revenue Fund	12,760,167	13,277,988	11,537,331	(13.1%)	3,496,634
Sales Tax Debt Service Fund	4,432,699	7,761,852	7,824,327	0.8%	4,355,027
Sales Tax Capital Projects Fund	8,980,961	19,616,810	19,168,777	(2.3%)	7,115,471
Total Revenues	\$ 31,009,118	\$ 49,596,515	\$ 49,481,402	(0.2%)	\$ 23,819,038

**FAIRGROUNDS DIVISION**

Description: The Division provides a facility for clubs, organizations and promoters of different types of entertainment for public enjoyment. The fairgrounds are used by public and private organizations and clubs for a variety of activities. Some of these events for a fiscal year might include: auctions, antique shows, RV shows, concerts, flower shows and, of course, the Lake County Fair. Lake County owns and operates a very large Farmers' Market at the Fairgrounds which is open every Thursday morning.

Performance Indicators:	Actual 2000	Estimated 2001	Target 2002	Target 2003
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FOCUS AREA IV: Increase Citizen Confidence

Program Goal 1: To promote a weekly Farmers' market as well as administer various special events, such as dog shows, concerts, truck-tractor pulls, circuses (tent and building), banquets, auctions, retirement shows, travel shows and wrestling. **[FOCUS IV (B)]**

Objective 1(a): To schedule special events on all available days

Measures:

Number of available days for special events	60	60	60	60
Number of event days held (w/ setup and tear down days)	56	50	55	55
Number of eligible days booked to total available	93.3%	83.3%	91.7%	93.3%
Estimated average attendance at events	1,800	1,900	1,900	2,000
Number of fair lease days	38	38	38	38

Objective 1(b): To schedule Farmers' Market on all available days

Measures:

Number of days available for Farmers' Market	52	50	49	50
Number of Farmers' Market per year	50	50	49	50
Estimated average Farmers' Market shopper attendance	11,000	11,500	11,600	11,600
Holidays	10	10	10	10

Objective 1(c): To achieve a rating of satisfactory or above from 95% of the customers and vendors using the Farmers' Market

Measures:

Number of vendors surveyed	85	117	120	125
Number of shoppers surveyed	100	117	120	125
% satisfied based on layout	99%	99.6%	100%	100%
% satisfied based on restrooms	87%	87%	90%	90%
% satisfied based on staff	95%	99%	100%	100%



FAIRGROUNDS DIVISION

EXPENDITURES	Actual FY 2000	Amended Budget FY 2001	Adopted Budget FY 2002	% Change Over FY 2001	Approved Budget FY 2003
Personal Services	\$ 58,279	\$ 105,902	\$ 67,180	(37%)	\$ 70,540
Operating Expenses	34,244	43,156	45,788	6%	47,709
Capital Outlay	1,279	-	-	0%	-
Total Expenditures	<u>\$ 93,802</u>	<u>\$ 149,058</u>	<u>\$ 112,968</u>	<u>(24%)</u>	<u>\$ 118,249</u>
<i>Authorized Full-Time Positions</i>	<i>2</i>	<i>2</i>	<i>1</i>		<i>1</i>

Significant expenditures and staffing changes. The decrease in Personal Services for FY 2002 is due to the deletion of a full-time Expo Center Assistant position. Because the Expo Hall is expected to have some renovations during this fiscal year and the Hall will not be able to be available for rental during that time, projected revenues have been slightly reduced compared to prior years.

2002 and 2003 KEY ACTION STEPS

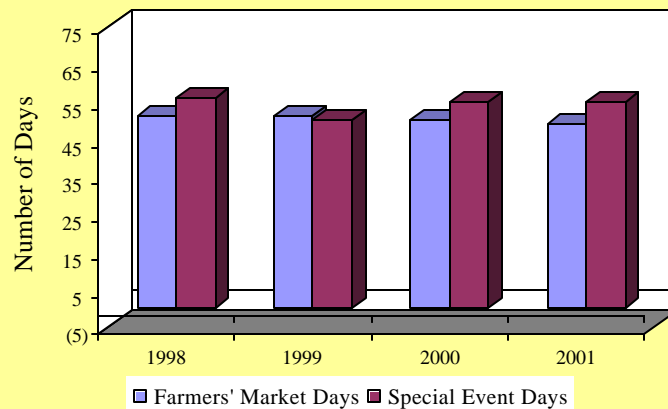
Program Goal 1

- ❖ Conduct surveys of vendors and shoppers to assure customer satisfaction.
- ❖ Continue to have revenues for this division meet the expenditures.
- ❖ Replace arena fence .

DID YOU KNOW?

The Fairgrounds was built in 1969 and the Farmers' Market was established in 1979.

NUMBER OF EVENT DAYS





FACILITIES MANAGEMENT DIVISION

Description: This Division has the responsibility for the management and maintenance of County buildings and rented/leased facilities, oversight of the custodial contract, and the operation of the energy plants for buildings located within the County complex.

Performance Indicators:	Actual 2000	Estimated 2001	Target 2002	Target 2003
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FOCUS AREA IV: Increase Citizen Confidence

Program Goal 1: To shift the use of effort hours resources from unplanned maintenance activities to planned maintenance activities. [FOCUS IV (E)]

Objective: To increase the effort hours used for preventive maintenance to 70% of the time.

Measures:

Total maintenance effort hours	28,510	30,121	31,928	33,843
Preventive maintenance (planned) effort hours	4,174	4,891	14,367	19,628
Routine maintenance (unplanned) effort hours	24,336	25,230	17,561	14,215
% of planned effort hours to total hours	15.0%	16.2%	45.0%	58.0%

Program Goal 2: To maintain and upgrade HVAC system equipment to like new condition to guard against obsolescence and increase efficiency and effectiveness. [FOCUS IV (D,E)]

Objective 2(a): To maintain electrical operating cost per square foot at 25% below the operating cost of comparable office buildings in the Central Florida area.

(Actual cost per square foot for Lake County buildings were increased from additional pass through fuel costs from suppliers of power.)

Measures:

Average operation cost per square foot (Lake)	\$ 1.06	\$ 1.21	\$ 1.23	\$ 1.25
Average operation cost per square foot for comparable buildings in the area	\$ 1.77	\$ 2.02	\$ 2.08	\$ 2.13
% below comparable buildings	40.1%	40.0%	40.9%	41.3%

Objective 2(b): To increase the building efficiency by one point annually on the EPA Energy Star office building *benchmark* rating program to increase and maintain ratings above 75 which is the minimum rating to be considered as Energy Star Buildings.

Measures:

Lake County Judicial Center Energy Star Rating	75	76	77	78
Lake County Admin Building Energy Star Rating	72	73	74	75
Lake County Historical Courthouse Star Rating	80	81	82	83



FACILITIES MANAGEMENT DIVISION

EXPENDITURES	Actual FY 2000	Amended Budget FY 2001	Adopted Budget FY 2002	% Change Over FY 2001	Approved Budget FY 2003
Personal Services	\$ 909,896	\$ 1,140,553	\$ 1,229,432	8%	\$ 1,291,404
Operating Expenses	1,735,258	2,848,097	3,768,894	32%	2,752,197
Capital Outlay	80,203	239,896	115,685	(52%)	75,609
Total Expenditures	<u>\$ 2,725,357</u>	<u>\$ 4,228,546</u>	<u>\$ 5,114,011</u>	21%	<u>\$ 4,119,210</u>
<i>Authorized Full-Time Positions</i>	<i>27</i>	<i>33</i>	<i>33</i>		<i>33</i>

Significant expenditures and staffing changes. The increase in the Operating Expenses for this division is a direct result of the additional square footage that has been added by the County and for occupying the Prelude at the Jail. New programs, such as termite control and preventive maintenance are also included in this Division's budget for FY 01/02. This Division has begun to create a 5-year plan in order to create a reserve in anticipation of those needs. Cost savings have been realized due to program changes for custodial services and landscaping services.

2002 and 2003 KEY ACTION STEPS

Program Goal 1

- ❖ Fully utilize the Maximo database tracking program for maintenance.
- ❖ Use inmate labor to reduce maintenance costs, i.e. lawn care.
- ❖ Implement a 5-year building maintenance program to level out maintenance costs.
- ❖ Fully implement the improved lock system to improve security in all Lake County buildings.

Program Goal 2

- ❖ Replace the chilled water system for the Tavares Complex.
- ❖ Replace the existing DX HVAC system in the Prelude of the Detention Center with chilled water and hot water system with new automated controls.

DID YOU KNOW?

The recently installed automated bathroom water controls in the Lake County buildings will reduce water consumption and maintenance costs.

WANT TO ANTICIPATE FOR THE FUTURE?

A new chilled water system for the Tavares Complex and a new chilled water air conditioning system for the Detention Center's Prelude building will be installed in FY 2002. This will reduce operating and maintenance costs now and in the future for Lake County.



PARKS AND RECREATION DIVISION

Description: This Division is responsible for the creation, operation, protection, and promotion of the County parks system. The office works to provide recreation facilities and programs which benefit our residents and families through joint funding efforts with the cities and non-profit organizations.

Performance Indicators:	Actual 2000	Estimated 2001	Target 2002	Target 2003
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FOCUS AREA I: Sustainable Environment

FOCUS AREA IV: Increase Citizen Confidence

Program Goal 1: To establish staff training programs to provide and improve knowledge and skills in all required areas of park maintenance and recreation programming. [FOCUS IV (C)]

Objective 1(a): To provide and conduct 30 hours of training per year, per employee, in Parks and Recreation specific education.

Measures:

Number of employees	12	12	12	12
% of employees receiving full training	N/A	100%	100%	100%
% of employees meeting 70% standard of competency	N/A	90%	90%	90%

Objective 1(b): To promote and allow for other employees and public participation in 60% of training opportunities.

Measures:

Number of training opportunities	N/A	6	20	20
% of training opportunities with outside participation	N/A	30%	60%	60%
% of satisfactory or above evaluations of training	N/A	100%	80%	80%

Program Goal 2: To establish the level of public satisfaction with Parks and Recreation facilities and programs. [FOCUS I (A)]

Objective 2(a): To conduct park facility user satisfaction surveys in 60% of developed park facilities.

Measures:

Number of developed County parks	N/A	12	15	15
% of user satisfaction surveys conducted	N/A	35%	60%	60%
% of satisfactory or above surveys	N/A	60%	60%	70%

Program Goal 3: To establish a satisfactory timeframe and cost projection for design and construction of County Park projects. [FOCUS I (A,B)]

Objective 3(a): To establish a satisfaction rate of 75% or better for project schedules and cost estimates in County Park development.

Measures:

Number of County Park development projects	1	4	4	2
% of projects completed within estimated schedules	N/A	N/A	50%	75%
% of projects completed within estimated budget	N/A	N/A	80%	90%
% of projects better than 75%	N/A	25%	65%	85%



PARKS AND RECREATION DIVISION

EXPENDITURES	Actual FY 2000	Amended Budget FY 2001	Adopted Budget FY 2002	% Change Over FY 2001	Approved Budget FY 2003
Personal Services	\$ 323,898	\$ 380,208	\$ 412,106	8%	\$ 432,712
Operating Expenses	136,868	387,366	383,831	(1%)	245,951
Capital Outlay	88,832	629,405	669,562	6%	199,860
Grants and Aids	643,693	787,715	1,005,217	28%	208,000
Other Uses	56,064	116,851	98,804	(15%)	55,679
Total Expenditures	<u>\$ 1,249,355</u>	<u>\$ 2,301,545</u>	<u>\$ 2,569,520</u>	12%	<u>\$ 1,142,202</u>
<i>Authorized Full-Time Positions</i>	12	12	12		12

Significant expenditures and staffing changes. Grants and Aids for this division are mainly grants awarded to the various cities in Lake County for parks and recreation projects. When the awards are granted, it is anticipated the projects will be completed within the same fiscal year. Some of these projects were not completed within the same fiscal year and were carried over to FY 2002. This carryover accounts for the increase in the Grants and Aids for this division.

2002 and 2003 KEY ACTION STEPS

Program Goals 1 & 2

- ❖ Conduct Parks and Recreation training classes for division and outside staff.
- ❖ Conduct customer satisfaction surveys in active parks using staff and volunteers.

Program Goal 3

- ❖ Complete Parks & Recreation Master Plan.
- ❖ Complete Site Management Plan for PEAR Park.
- ❖ Establish a Park design and development procedure and timeframe.
- ❖ Plan and construct a boat ramp on Lake Saunders.

McTureous Memorial Park was dedicated on November 10, 2001 in memory of Robert M. McTureous, Jr., a WWII Medal of Honor recipient from Lake County.





CAPITAL IMPROVEMENTS ADMINISTRATION DIVISION

Description: This Division has the overall responsibility for the planning, delivery and oversight of all capital project development and construction projects.

Capital Improvements is also responsible for the ongoing development of the Lake County Industrial/Central Park located at Highways 19 and 27 and the Turnpike, including the provision of necessary water, sewer, and electrical infrastructure.

Performance Indicators:	Actual 2000	Estimated 2001	Target 2002	Target 2003
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FOCUS AREA I: Sustainable Environment

FOCUS AREA II: Economic and Cultural Base

Program Goal 1: To implement construction and renovation approved for Infrastructure Sales Tax revenue.
[FOCUS I (B), II (D)]

Objective 1(a): To monitor available campus square footage based on the Space Planning guidelines adopted in 1991.

Measures:

Number of square footage required	294,893	310,121	419,200	419,200
Number of available square footage	262,390	268,304	292,639	302,239
Number of additional square footage needed	32,503	41,817	126,561	116,961

Objective 1(b): To complete approved capital projects.

Project List (not all projects listed are funded with Infrastructure dollars):

Estimated Completion

Paisley Library	November 2001
Chilled water lines	December 2001
Judicial Center bollards	December 2001
Judicial Center parking lot modification	December 2001
Astor Library	January 2002
Hunter Building parking lot modifications	March 2002
Agricultural Center ADA restroom modifications	March 2002
South Lake fire station construction	May 2002
Astor fire station	May 2002
Emergency Services radio communication system	June 2002
Renovate First Union building	June 2002
Groveland Library site	June 2002
Twin Lakes Parks Phase I development	September 2002
Lake Idamere Park Phase I development	September 2002
Road projects	September 2002
Citrus Ridge Library site	FY 2003
South Lake Annex site	FY 2003
Renovate Fairgrounds Expo Hall	To be determined
Solid Waste recycling facility	To be determined

**CAPITAL IMPROVEMENTS ADMINISTRATION DIVISION**

EXPENDITURES	Actual FY 2000	Amended Budget FY 2001	Adopted Budget FY 2002	% Change Over FY 2001	Approved Budget FY 2003
Personal Services	\$ 251,214	\$ 262,326	\$ 283,904	8%	\$ 298,100
Operating Expenses	97,207	134,333	77,148	(43%)	77,100
Capital Outlay	2,166,042	13,698,269	15,738,290	15%	2,685,420
Debt Service	6,171,434	6,141,367	4,291,300	(30%)	4,285,744
Other Uses	15,212,455	22,681,071	21,294,261	(6%)	11,093,014
Total Expenditures	<u>\$ 23,898,352</u>	<u>\$ 42,917,366</u>	<u>\$ 41,684,903</u>	<u>(3%)</u>	<u>\$ 18,439,378</u>

<i>Authorized Full-Time Positions</i>	5	4	4	4
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Significant expenditures and staffing changes. The decrease in Operating Expenses is a direct result of cost saving measures by this Division. The responsibility for the extra penny sales tax falls under this Division and the projects funded by that sales tax account for the increase in the Capital Outlay. The 30% reduction in the Debt Service is due to a line-of-credit being satisfied in FY 2001.

Because the extra penny sales tax sunsets in December 2002, the FY 2003 budget submitted only reflects the dollars that are estimated to be collected through that date. The issue is on the November 2002 ballot for a vote for a 15-year extension of this tax.

2002 and 2003 KEY ACTION STEPS**Program Goal 1**

- ❖ Complete renovation of the Groveland Library site, First Union Building, and the Hunter Building parking lot modifications.
- ❖ Continue expansion of libraries in Astor and Paisley.
- ❖ Complete construction of the Astor and South Lake fire stations.
- ❖ Locate site for Citrus Ridge Library and the South Lake Annex

DID YOU KNOW?

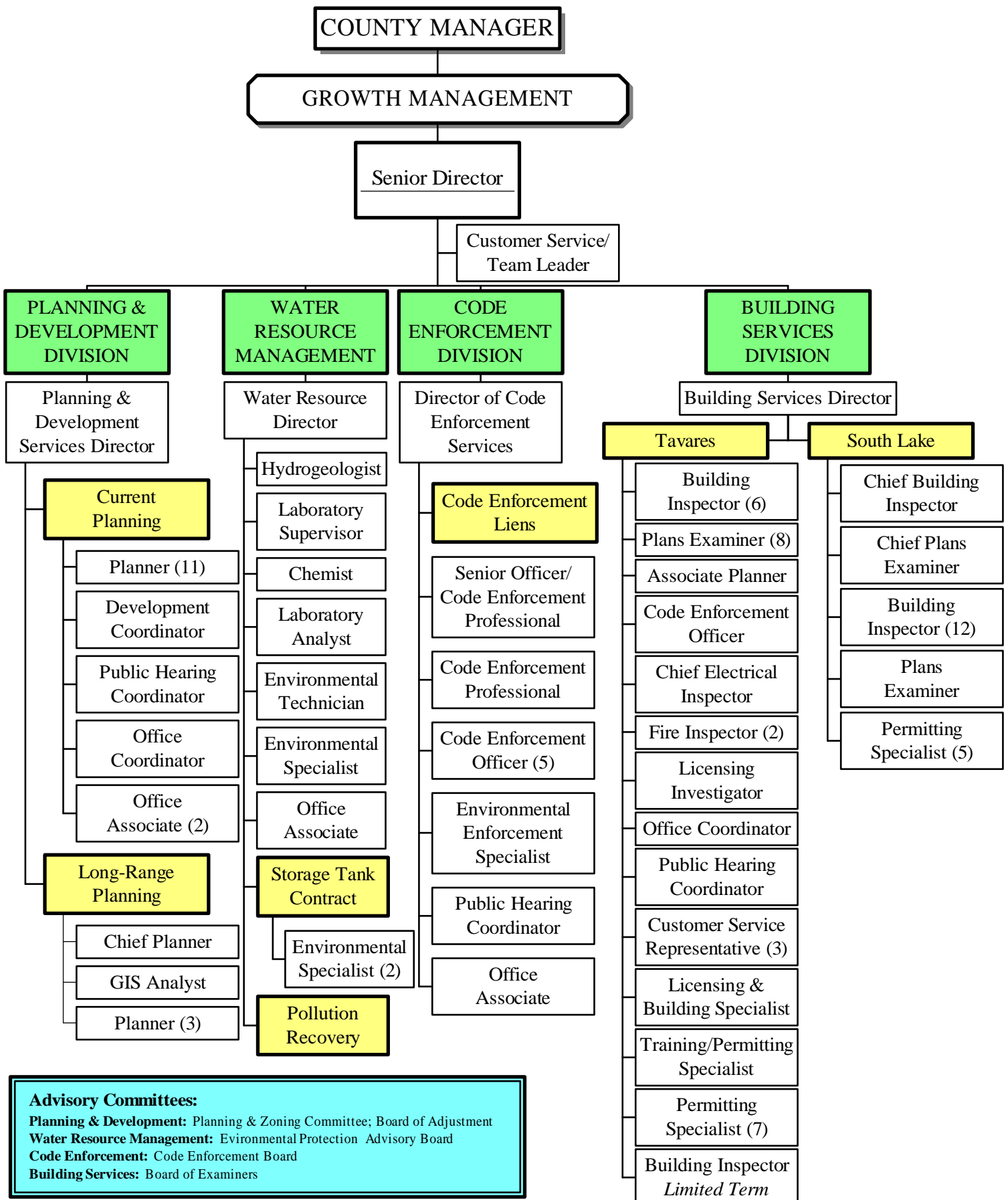
There are 120 buildings maintained by this Department, which include 23 buildings leased for county use. In addition, there are 37 parks and boat ramps and 9 cemeteries that are maintained.



The McTureous Memorial Park was dedicated on November 10, 2001. The park was named in honor of Robert W. McTureous, Jr., a WWII Medal of Honor recipient from Lake County. The monument, flagpoles, sidewalks, paved parking, picnic and playground area and several benches were additions to this site.



Growth Management Organization Chart





Growth Management



Sharon O. Farrell
Senior Director

352-343-9642
sfarrell@co.lake.fl.us

100 full-time employees
1 limited-term employee



Max Forgey
Planning & Development
Services Director

343-9739
mforgey@co.lake.fl.us

22 full-time employees



Allan B. Hewitt
Water Resource Director

343-9738
ahewitt@co.lake.fl.us

10 full-time employees



Thomas W. Leathers
Code Enforcement Services
Director

343-9639
tleathers@co.lake.fl.us

11 full-time employees



Dale T. Greiner
Building Services Director

343-9653
dgreiner@co.lake.fl.us
55 full-time employees
1 limited-term employee



DEPARTMENT OF GROWTH MANAGEMENT

MISSION

Provide services that facilitate a sustainable environment in Lake County.

BENCHMARK

Lake County will be recognized as a national leader in implementing "Sustainable Community" principles by Fiscal Year 2004. A Sustainable Community is one which promotes leadership to provide for a prosperous economy and a satisfying quality of life, while protecting and sustaining a healthy environment.

SERVICES

The Divisions within the Department are: *Planning and Development*, which includes Current and Long-Range Planning; *Code Enforcement*, including the Code Lien Fund; *Water Resource Management*, which also has oversight of the Storage Tank program; and *Building Services*, which provides permitting and inspections.

FISCAL YEARS 2000 AND 2001 RESULTS AND OUTCOMES

The following is an executive summary of the results of departmental major initiatives, service efforts, and accomplishments which directly tie to the Board of County Commissioners' Focus Areas and Goals for those fiscal years.

The Planning and Development Division assisted in creating a community-based plan for the Town of Montverde that will serve as a growth management tool for the Town and surrounding unincorporated Lake County. The plan attempts to assign proposed land uses, densities and future road alignments. The initial phase of a similar plan for the Mount Plymouth/Sorrento area was begun.

Some of the accomplishments of the Code Enforcement Division included initiating a pro-active approach to obtaining voluntary code compliance through public awareness programs. The Division continued the Community Partnership Program by sponsoring three community clean-ups. Three officers have achieved the highest Code Enforcement Certification; during the year, six code officers and professionals advanced at least one level.

Developing the foundation for a new digital Lake County Water Resource Atlas was a major accomplishment for the Water Resource Management Division. The Atlas will be a County Internet-based program that will provide real-time water resource data to all Lake County citizens having access to the Internet. The Division developed new Public Supply Well siting criteria for increased groundwater protection and also cooperated with the St. Johns River Water Management District to expand water sampling services of the Watershed Action Volunteer (WAV) Program.

The Building Services Division provided eight on-site training sessions for contractors, inspectors and plans examiners. The Division concentrated on creating time-saving services for the contractors during FY 2001: a convenience block permitting process has expanded and was well received by the County's contractors; small-business contractors, such as re-roofers, enjoyed using a new escrow-account service; and a computerized plans review process saved time in generating letters to contractors.

FY 2002 AND 2003 DEPARTMENT OBJECTIVES

The following is a summary of departmental objectives which tie directly to the FOCUS AREAS of the Board of County Commissioners and are funded within the department's balanced budget.

Focus I: Sustainable Environment

- Develop and transmit 40 significant Evaluation and Review-based amendments to the Comprehensive Plan.
- Complete the sector plan for Astor Community.
- Develop a comprehensive golf course ordinance.
- Expand water sampling to include all lakes over 50 acres

Focus III: Nourish Communities

- Organize four community clean-ups.
- Provide 10 on-site training seminars for area contractors.

Focus IV: Increase Citizen Confidence

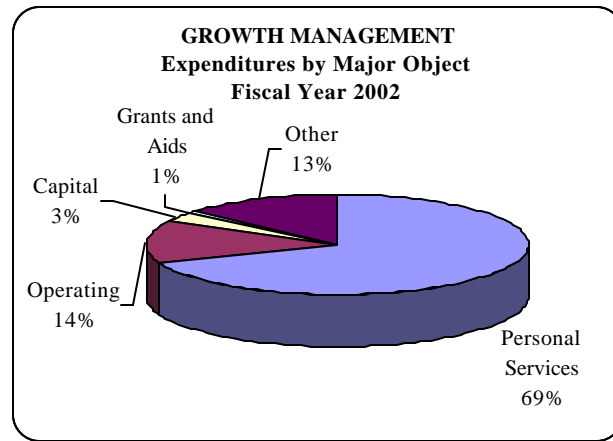
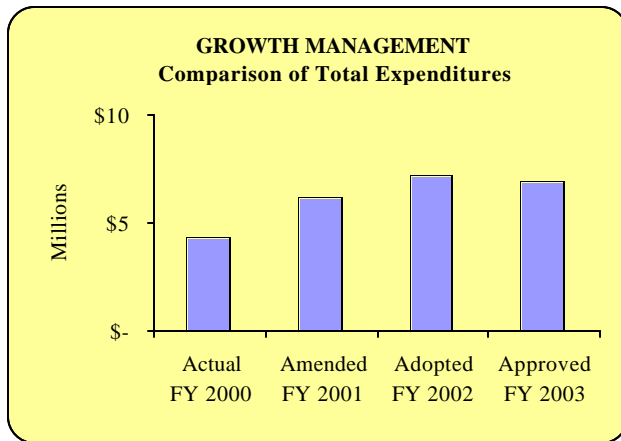
- Ensure 99% accuracy of zoning clearances issued in the Division.
- Gain compliance on 85% of code enforcement cases prior to being presented to the Code Enforcement Board.
- Increase Code field officer efficiency and productivity by providing electronic data storage units in the field.
- Offer permitting on the Internet.



Fiscal Years 2002 and 2003

Department Summary and Highlights Department of Growth Management

FINANCIAL HIGHLIGHTS



Significant changes. While the change in General Fund funding was minimum for the two fiscal years, the total Growth Management budget increased \$1,009,487 (16.26%) in FY 2002 and decreased \$317,104 (-4.39%) in FY 2003. Two cost centers increased slightly in FY '02: (1) the Storage Tank Program, a state-funded contract to provide oversight of the gas and oil underground tanks throughout the County; and (2) the Code Enforcement Division, which increased primarily to pay for incentives expected to be earned when Code Officers achieve expertise through state-sponsored examinations.

The largest budget increase is in the Building Services Fund. Formerly a Division within the General Fund, this new fund provides for a transfer back to the General Fund for indirect cost fees. The Fiscal Year 2002 transfer of \$863,141 was based on an indirect cost analysis conducted by an outside firm. The transfer for Fiscal Year 2003 was estimated to be 5% higher; however, due to the expectation that revenues may be declining during that year, the transfer was reduced by about \$300,000.

Expenditures by Major Object	Actual FY 2000	Amended FY 2001	Adopted FY 2002	Approved FY 2003
Personal Services	\$ 3,514,371	\$ 4,621,207	\$ 4,989,544	\$ 5,215,386
Operating Expenses	550,271	1,078,692	989,858	843,904
Capital Outlay	279,707	436,394	224,154	139,825
Grants and Aids	45,097	48,300	48,421	49,000
Other (including transfers & reserves)	-	24,201	966,304	653,062
Total Expenditures	\$ 4,389,446	\$ 6,208,794	\$ 7,218,281	\$ 6,901,177

Staffing by Division	Actual FY 2000	Amended FY 2001	Adopted FY 2002	Approved FY 2003
Administration	2	2	2	2
Planning and Development	21	22	22	22
Code Enforcement	12.5	10.5	10.5	10.5
Water Resource Management	10	10	10	10
Building Services	46	55	55	55
Total Full-Time Positions	91.5	99.5	99.5	99.5



Fiscal Years 2002 and 2003

Department Summary and Highlights Department of Growth Management

DEPARTMENT OF GROWTH MANAGEMENT

EXPENDITURES BY PROGRAM	Actual FY 2000	Amended Budget FY 2001	Adopted Budget FY 2002	% Change Over FY 2001	Approved Budget FY 2003
General Fund:					
E. Central Fla. Planning Council	\$ 45,097	\$ 48,300	\$ 48,421	0.3%	\$ 49,000
Director's Office	155,780	170,149	178,092	4.7%	186,391
Planning - Current	655,849	868,268	837,906	(3.5%)	880,558
Planning - Long-Range	266,645	372,341	354,013	(4.9%)	330,051
Storage Tank Program	109,288	119,200	138,867	16.5%	145,726
Water Resource Management	501,361	627,561	535,040	(14.7%)	541,586
Code Enforcement Services	530,831	539,207	599,812	11.2%	577,594
Total General Fund	2,264,851	2,745,026	2,692,151		2,710,906
% Change			(1.9%)		0.70%
Pollution Recovery Fund	-	24,201	26,431	9.2%	8,211
Code Enforcement Lien Fund	-	46,982	68,975	46.8%	34,690
Building Services Fund*	2,124,595	3,392,585	4,430,724	30.6%	4,147,370
Total Expenditures	\$ 4,389,446	\$ 6,208,794	\$ 7,218,281	16.3%	\$ 6,901,177

REVENUES BY SOURCE	Actual FY 2000	Amended Budget FY 2001	Adopted Budget FY 2002	% Change Over FY 2001	Approved Budget FY 2003
General Fund:					
Current Planning	\$ 544,757	\$ 509,190	\$ 514,405	1.0%	\$ 521,905
Storage Tank Program	124,247	119,200	138,867	16.5%	145,726
Water Resource Management	278,364	271,700	277,000	2.0%	277,000
Code Enforcement	62,554	22,650	23,000	1.5%	23,100
General Fund Funding	(227,522)	1,625,480	1,738,879	7.0%	1,743,175
% Change			6.98%		0.25%
Pollution Recovery Fund	11,309	24,201	26,431	9.2%	8,211
Code Enforcement Lien Fund	-	46,982	68,975	46.8%	34,690
Building Services Fund*	3,595,738	3,589,391	4,430,724	23.4%	4,147,370
Total Revenues	\$ 4,389,446	\$ 6,208,794	\$ 7,218,281	16.3%	\$ 6,901,177

*The Building Services Division's budget was part of the General Fund through Fiscal Year 2001. In Fiscal Year 2002, a separate Fund was created to account for those activities.



ADMINISTRATION DIVISION

EXPENDITURES	Actual FY 2000	Amended Budget FY 2001	Adopted Budget FY2002	% Change Over 2001 Amended	Approved Budget FY 2003
Personal Services	\$ 136,504	\$ 154,251	\$ 164,593	7%	\$ 172,896
Operating Expenses	8,982	15,898	10,499	(34%)	10,495
Capital Outlay	10,294	-	3,000	100%	3,000
Grants and Aids	45,097	48,300	48,421	0%	49,000
Total Expenditures	<u>\$ 200,877</u>	<u>\$ 218,449</u>	<u>\$ 226,513</u>	4%	<u>\$ 235,391</u>
<i>Authorized Full-Time Positions</i>	<i>2</i>	<i>2</i>	<i>2</i>		<i>2</i>

A MESSAGE**FROM THE DIRECTOR:**

The Department of Growth Management's Mission is "To Facilitate a Sustainable Environment." Sustainable activities are development, land or water activities, management or uses, which allow humans and eco-systems to live sustainably by creating or upgrading ecological values and functions, increasing the material quality of life, channeling economic prosperity into community prosperity and increasing the long-term capacity for sustainability.

The Department plays an integral roll in facilitating the environmental, economic and social future of Lake County.

Our fundamental programs support the Commissioners' Focus Areas to sustain the environment, develop an economic base, nourish our communities, and increase citizen confidence in Lake County Government.

We anticipate the challenges of the new millennium and will focus our energies on becoming a leader in the State for creating and implementing sustainable standards.



Community Clean-up Project



PLANNING & DEVELOPMENT DIVISION

Current Planning

Description: The Division services the general public and development community regarding development permits. The Current Planning Section provides an efficient development review process which assists property owners and the development community, and provides coordination between the County and municipal, regional and state agencies.

Performance Indicators:	Actual 2000	Estimated 2001	Target 2002	Target 2003
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FOCUS AREA I: Sustainable Environment

FOCUS AREA IV: Increase Citizen Confidence

Program Goal 1: Provide the highest quality customer service for County Commissioners, County Boards, and the citizens of Lake County. [FOCUS IV (B)]

Objective 1(a): Attain the highest possible percent of customer satisfaction with staff reports in annual surveys.

Measures:

Number of staff reports generated	240	250	230	220
% customer satisfaction per semi-annual survey:				
Planning & Zoning	50%	65%	75%	75%
Board of Adjustments	85%	90%	90%	90%

Objective 1(b): Ensure 99% data accuracy of zoning clearances issued in the Planning Division and transferred to the Building Division.

Measures:

Number of zoning clearances issued	8,250	8,900	8,900	8,800
% accuracy	95%	95%	97%	98%

Objective 1(c): Provide comments for commercial site plans found sufficient for review within 15 working days of receipt 80% of the time.

Measures:

Number of commercial site plans	101	104	96	90
% review comments within 15 working days	60%	65%	75%	80%

Program Goal 2: Develop small area studies to foster community-based planning and, when possible, utilize public/private joint ventures to finance the studies. [FOCUS I (A); IV (D)]

Objective: Complete two (2) small area studies in each fiscal year.

Measures:

Number of small area neighborhood studies completed	1	2	2	2
Number completed as joint venture	1	0	0	0



PLANNING & DEVELOPMENT DIVISION

Long-Range Planning

Description: The Long-Range Planning Section administers the Lake County Comprehensive Plan consistent with State law (Section 163.319 (8), Florida Statutes) and monitors for consistent and uniform interpretation of policies. This program initiates and processes plan amendments. The program is also responsible for monitoring the implementation of the Comprehensive Plan, and identifying, gathering, and interpreting data to provide a sound basis for policy revision.

Performance Indicators:	Actual 2000	Estimated 2001	Target 2002	Target 2003
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FOCUS AREA I: Sustainable Environment

Program Goal 1: Prepare Comprehensive Plan Evaluation and Appraisal Report (EAR)-based amendments that are consistent with Board of County Commission policy and with State law. **[FOCUS I (A)]**

Objective: At least 75% of amendments will be found in compliance by the Department of Community Affairs (DCA) at initial review.

Measures:

Total number of amendments	N/A	50	50	50
% found in compliance by DCA at initial review	N/A	50%	50%	75%

Program Goal 2: Amend Land Development Regulations (LDR's) for consistency with EAR-based Amendments. **[FOCUS I (A)]**

Objective: Complete necessary EAR-based LDR amendments by the end of Fiscal Year 2003.

Measures:

% of EAR-based LDR amendments completed	N/A	25%	50%	75%
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PLANNING AND DEVELOPMENT DIVISION

EXPENDITURES	Actual FY 2000	Amended Budget FY 2001	Adopted Budget FY 2002	% Change Over 2001 Amended	Approved Budget FY 2003
Personal Services	\$ 781,940	\$ 955,111	\$ 980,049	3%	\$ 1,030,300
Operating Expenses	119,950	264,124	199,147	(25%)	163,104
Capital Outlay	20,604	21,374	12,723	(40%)	17,205
Total Expenditures	<u>\$ 922,494</u>	<u>\$ 1,240,609</u>	<u>\$ 1,191,919</u>	<u>(4%)</u>	<u>\$ 1,210,609</u>

Authorized Full-Time Positions	21	22	22	22
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Significant expenditure and staffing changes. Several Operating Expense line items were reduced significantly, including travel (67%) and professional services. The Division budgeted for two Small Area studies in FY 2001, and that was reduced to one study for each of Fiscal Years 2002 and 2003. This reduction eliminated \$60,000 and \$40,000 from each of the two budget years, respectively.

2002 and 2003 KEY ACTION STEPS:

Current Planning Program Goal 2

- ❖ Complete the sector plan for Astor/Astor Park Communities

Long-Range Planning Goals 1 & 2

- ❖ Complete the zoning parcel layer for Lake County's Geographic Information Systems.
- ❖ Develop and transmit 40 significant Evaluation and Review (EAR)-based amendments to the Comprehensive Plan.
- ❖ Complete the sector plan for the area in the vicinity of the Christopher C. Ford Central Park. The plan will address land use, traffic and affordable housing issues.

DID YOU KNOW?

Planning review staff (DRS) introduced a "fast track" process for small scale development applications - such as entrance walls and small additions - for approval in 10 days or less.

Zoning Counter Statistics
and Associated Revenues
Fiscal Year 2001

129 Variances = \$34, 970
 6,101 Zoning Permits = \$139,640
 22 Subdivision Applications = \$15,526
 178 Site Plan Reviews = \$76,021
 294 Lot of Record Determinations = \$17,865
 238 Lot Splits = \$44,185
 147 DRS Presubmittals = \$15,402
 90 Mobile Home Bonds = \$7,645
 77 Boat Docks = \$8,900

**CODE ENFORCEMENT DIVISION**

Description: Earning Community Confidence through Excellence in Service by providing fair and equitable enforcement of the Lake County Code while assisting the citizen.

Performance Indicators:	Actual 2000	Estimated 2001	Target 2002	Target 2003
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FOCUS AREA III: Nourish Communities**FOCUS AREA IV: Increase Citizen Confidence**

Program Goal 1: Respond in a timely and effective manner to possible Code violations to maintain a quality standard of living. **[FOCUS IV (B)]**

Objective 1(a): Gain compliance on 85% of cases by code enforcement staff prior to being presented to the Code Enforcement Board.

Measures:

Number of cases with violations	2,182	3,416	4,217	5,341
Number of cases resolved before Board hearings	1,669	2,812	3,584	4,540
% resolved	76%	82%	85%	85%

Objective 1(b): Respond to new complaints within five (5) working days, 75% of the time.

Measures:

Total number of complaints received	3,372	4,217	5,273	6,594
Number responded to within 5 working days	1,585	2,109	3,427	4,286
% response	47%	50%	65%	65%

Program Goal 2: Develop cooperation between Lake County and its citizens to improve the quality of the community. **[FOCUS III (B)]**

Objective : Organize and initiate 4 cooperative-effort neighborhood community clean-up projects, and through education, assist in reducing the percentage of code violations in those neighborhoods by 25%.

Measures:

Number of community clean-up projects	3	3	4	4
Number of meetings held with neighborhood groups	7	7	10	10
% reduction in code violations the following year	25%	25%	25%	25%

Program Goal 3: Provide educational and certification opportunities for Code officers which will aid them with their job performance and ability to help the customer. **[FOCUS IV (B, C)]**

Objective : Certify all Code officers in all three levels of Florida Association of Code Enforcement Certification.

Measures:

Number of Code officers	9	9	9	9
Number of officers certified at Level III (highest)	4	4	5	7
% certified at highest level	44%	44%	56%	78%

Program Goal 4: Increase field officer efficiency and productivity by upgrading existing CDPlus software to operate independently on portable units in the field. **[FOCUS IV (E)]**

Objective: Provide Code officers with portable data input devices that will allow them to update the code case information while operating independently in the field.

Measures:

Number of Code officers	6	6	6	8
Number of officers with independent units	0	0	2	4
% updating information while on-site	0%	0%	33%	50%

**CODE ENFORCEMENT DIVISION**

EXPENDITURES	Actual	Amended	Adopted	% Change	Approved
	FY 2000	Budget	Budget	Over 2001	Budget
		FY 2001	FY 2002	Amended	FY 2003
Personal Services	\$ 416,907	\$ 418,547	\$ 452,423	8%	\$ 475,045
Operating Expenses	70,151	142,492	168,814	18%	134,689
Capital Outlay	43,773	25,150	47,550	89%	2,550
Total Expenditures	\$ 530,831	\$ 586,189	\$ 668,787	14%	\$ 612,284

<i>Authorized Full-Time Positions</i>	12.5	10.5	10.5	10.5
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Significant expenditures and staffing changes. Departmental expenditures include the Code Enforcement Lien Fund which assesses for relevant zoning violation fines. Monies from this fund will be used primarily for projects related to code violations, including cleanup of properties acquired through owner-default. The total budget, \$68,975 has been set aside for this use. Personal Services increased by an additional 3% to pay for incentives expected to be earned when Code officers achieve expertise through State-sponsored examinations.

2002 and 2003 KEY ACTION STEPS:**Program Goal 2**

- ❖ Coordinate with Building Services Division to provide Code Enforcement information packets to each newly permitted Single Family Residence in Lake County.

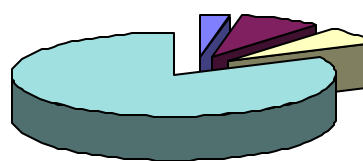
Program Goal 3

- ❖ Continue with Community Partnership Program to increase citizen involvement and education.
- ❖ Increase training and certification levels of inspectors.

DID YOU KNOW?

The Code Enforcement Division made over 7,292 inspections for the year.

85% of the complaints made to the Code Enforcement Division are resolved without being heard by the Code Enforcement Board.

**YALAHA COMMUNITY
CLEAN-UP PROJECT
Fiscal Year 2001**


■ tires ■ yard waste ■ scrap metal ■ mixed load

The Lake County Code Enforcement Division participated in a clean-up program in the Yalaha community. More than 238 tons of debris was collected, and sent to the County's solid waste stream at no cost to the citizens of Yalaha.

**WATER RESOURCE MANAGEMENT DIVISION**

Description: Provides services to manage, protect, restore and enhance Lake County's ground and surface water resources for current and future benefit. The Division also provides oversight for the Storage Tank Program and provides inspection, testing, and enforcement actions when necessary.

	Actual 2000	Estimated 2001	Target 2002	Target 2003
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FOCUS AREA I: Sustainable Environment

Goal: Protect the County's ground and surface water resources through the implementation of: **[FOCUS I(B)]**

1. Ground and surface water monitoring and protection programs;
2. Wellhead protection programs;
3. Shoreline protection initiatives;
4. Stormwater quality initiatives;
5. Water and wastewater, industrial and reuse/irrigation inspection and monitoring programs;
6. Mine inspection and evaluation program;
7. Storage tank inspection program to prevent contamination of ground and surface waters;
8. Provide technical assistance to County departments for development review, permitting and enforcement;
9. Water supply planning, pollution prevention and water resource initiatives through active participation in intergovernmental activities and programs;
10. Provide environmental education outreach to the public.

Objective 1(a): Complete required inspections and reviews of all environmentally sensitive programs and achieve 100% compliance.

Measures: Mines

Number of mines inspected	41	40	39	39
Number mines in compliance	34	36	37	38
% compliance	83%	90%	95%	97%

Measures: Wastewater treatment plants

Number of wastewater treatment plants inspected	97	97	92	92
Number of wastewater treatment plants in compliance	88	90	91	91
% compliance	91%	93%	99%	99%

Measures: Storage Tanks

Number of tanks facilities inspected	320	305	306	312
Number of tanks facilities in compliance	256	252	263	271
% compliance	80%	83%	86%	87%

Objective 1(b): Ensure staff compliance with federal, state and local regulations.

Measures:

% personnel certified for all lab functions	100%	100%	100%	100%
% compliance with federal, state and local regulations & annual compliance audits	100%	100%	100%	100%



WATER RESOURCE MANAGEMENT DIVISION

EXPENDITURES	Actual FY 2000	Amended Budget FY 2001	Adopted Budget FY 2002	% Change Over 2001 Amended	Approved Budget FY 2003
Personal Services	\$ 481,100	\$ 522,142	\$ 550,548	5%	\$ 575,977
Operating Expenses	72,485	175,677	113,909	(35%)	81,335
Capital Outlay	57,064	48,942	29,000	(41%)	34,870
Other Uses	-	24,201	6,881	(72%)	3,341
Total Expenditures	\$ 610,649	\$ 770,962	\$ 700,338	(9%)	\$ 695,523

Authorized Full-Time Positions	10	10	10	10
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Significant expenditures and staffing changes: Operating Expenses are lower due to the elimination of outside service for water sampling, reducing the budget by \$52,500. In addition, a Small Area Study (\$27,130) was budgeted in FY 01 on a one-time-only basis. Further reductions in FY 03 are shown because a water study will be conducted in FY 02 only. Major reductions in the Capital Outlay budget occurred because the Division replaced two vehicles in FY 01, and only minor capital, such as an autoanalyzer and a spectrophotometer, are scheduled for replacement in FY 02 and FY 03.

2002 and 2003 KEY ACTION STEPS:

Program Goal 2

- ❖ Develop a comprehensive golf course ordinance for all new and existing golf courses.
- ❖ Expand current surface water sampling sites to include all lakes over 50 acres so as to obtain a minimum of baseline water quality data for long-term trending.

DID YOU KNOW?

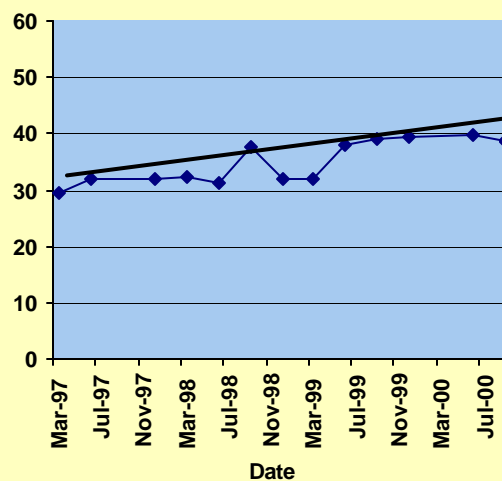
There are 784 petroleum sites registered with Lake County.

One gallon of gasoline can contaminate 1,000,000,000 gallons of groundwater.

Septic Tanks are the #2 cause of groundwater pollution in the nation.

Lake Minneola

Trophic State Index Trend
Graph is showing a declining water quality Trend



Trophic State number is an indication of water quality based on a combination of nitrogen, phosphorus and chlorophyll. The higher the number the lower the water quality.

**BUILDING SERVICES DIVISION**

Description: To efficiently provide effective and timely permitting, inspection and plan review in a singular effort to improve Lake County's building environment.

Performance Indicators:	Actual 2000	Estimated 2001	Target 2002	Target 2003
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FOCUS AREA III: Nourish Communities**FOCUS AREA IV: Increase Citizen Confidence**

Program Goal 1: Earning the Building Community's confidence through excellence in service. **[FOCUS IV (B)]**

Objective : Provide quality training to employees and contractors to reduce the percentage of re-inspections to 10% or less.

Measures:

Number of inspections	78,653	79,049	81,256	84,507
% of re-inspections	17%	13%	10%	8%
Number of training classes provided	12	16	18	18

Program Goal 2: To issue residential building permits as efficiently as possible. **[FOCUS IV (A,C)]**

Objective (a): To issue single-family building permits within a 3-day period.

Measures:

Total number permits issued - Tavares Office	6,539	6,168	6,291	6,417
Total number permits issued - South Lake Office	3,838	3,696	3,770	3,845

Objective (b): Complete residential plan reviews within a 3-day period.

Measures:

Number of single-family plans reviewed	2,853	2,714	2,850	2,993
% reviewed within 3 days	67%	74%	90%	95%

Program Goal 3: To provide inspections and plans reviews timely and efficiently. **[FOCUS IV (B, C)]**

Objective: To complete inspections within a 24-hour period.

Measures:

Average number of inspections/day per inspector	28	20	18	18
% inspections completed within 24 hours	80%	90%	95%	99%
Number of Fire Inspections performed annually	595	979	999	1,039

Program Goal 4: Guard against code violations or license misuse by contractors. **[FOCUS III (D)]**

Objective : To resolve licensed-contractor cases prior to Board of Examiner action in Lake County.

Measures:

Number of unlicensed contractor complaints	40	70	103	140
Number of licensed contractor complaints	48	58	75	105
Number of Board of Examiner cases against licensed contractors	20	64	100	75
% resolved prior to Board of Examiners review	70%	75%	80%	80%

**BUILDING SERVICES DIVISION**

EXPENDITURES	Actual FY 2000	Amended Budget FY 2001	Adopted Budget FY 2002	% Change Over 2001 Amended	Approved Budget FY 2003
Personal Services	\$ 1,697,920	\$ 2,571,156	\$ 2,841,931	11%	\$ 2,961,168
Operating Expenses	278,703	480,501	497,489	4%	454,281
Capital Outlay	147,972	340,928	131,881	(61%)	82,200
Other Uses (including transfers)	-	-	959,423	100%	649,721
Total Expenditures	\$ 2,124,595	\$ 3,392,585	\$ 4,430,724	31%	\$ 4,147,370

<i>Authorized Full-Time Positions</i>	46	55	55	55
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Significant expenditures and staffing changes. Effective October 1, 2001, the Building Services Division's budget was moved from the General Fund to a separate Special Revenue fund in order to account more fully for the activities. The Other Uses category includes a \$863,184 transfer to the General Fund. These charges were calculated in an independent study as necessary to meet the Division's responsibilities for indirect costs incurred. A lesser amount is tentatively budgeted for Fiscal Year 2003, pending revised revenue and indirect cost estimates. The Personal Services budget includes full funding for positions which were phased in during FY 01. The Capital Outlay budget funds fewer vehicles in FY 02 and 03.

2002 and 2003 KEY ACTION STEPS:**Program Goals 1 & 4**

- ❖ Provide at least 10 educational in-house seminars to licensed contractors for training on code updates and other pertinent information.

Program Goal 2

- ❖ Make available permit information on the Internet by the end of FY 2002.
- ❖ Initialize Internet permitting process by FY 2003.

Program Goal 3

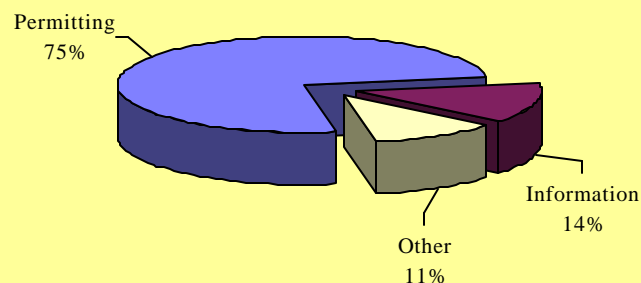
- ❖ Increase staff customer service and technology/computer training availability to at least two per year.

DID YOU KNOW...

Why a new Florida Building Code is being implemented?

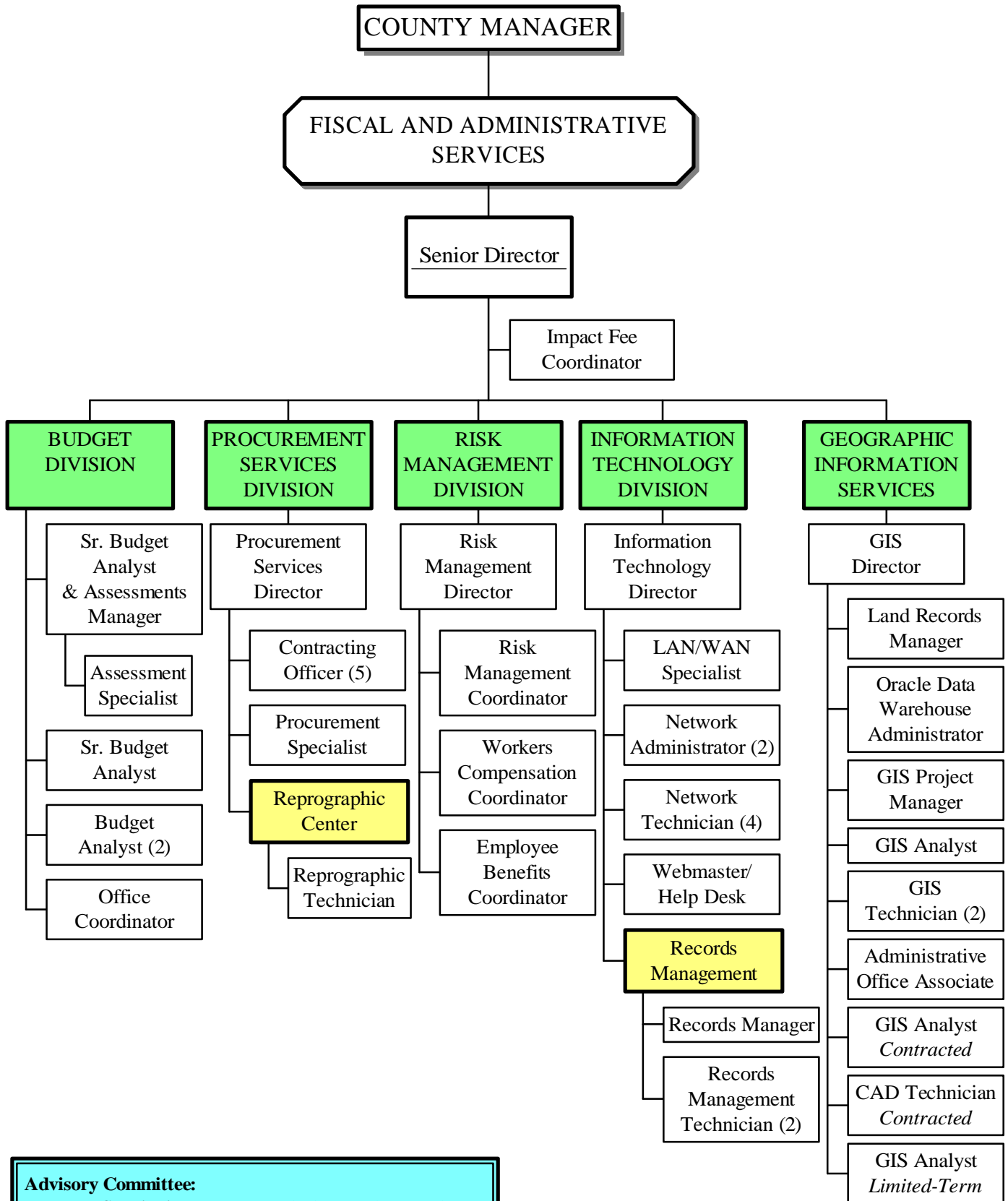
In 1992, even Florida's most stringent code did not prevent \$30 billion in damages from Hurricane Andrew.

**LAKE COUNTY BUILDING SERVICES
CUSTOMERS BY SERVICE TYPE**
[Est.24,802 Customers Served in FY 2001]





Fiscal and Administrative Services Organization Chart





Fiscal & Administrative Services



Sarah R. LaMarche
Senior Director

352-343-9803
slamarche@co.lake.fl.us

40 full-time employees
2 contracted employees
1 limited-term employee



Kitty Cooper
GIS Director

343-9775
kcooper@co.lake.fl.us

8 full-time employees
2 contracted, 1 limited-term



C. Steven Earls
Information Technology
Director

343-9633
searls@co.lake.fl.us

12 full-time employees

Procurement Services Director

343-9839

8 full-time employees



Christina Hannon
Risk Management
Director

343-9769
channon@co.lake.fl.us

4 full-time employees

**DEPARTMENT OF FISCAL AND ADMINISTRATIVE SERVICES****MISSION**

To provide the highest quality service by understanding the needs of our customers and exceeding their expectations with innovative and professional solutions.

BENCHMARK

Successfully complete the second two-year budget process; receive GFOA award for two-year budget document and attempt to receive "Outstanding" in at least one category. Benchmark Partners: City of Scottsdale, Arizona and City of Aurora, Colorado.

SERVICES

The Divisions within the Department are: *Budget*, which includes Special Assessments for Fire and Municipal Service Benefit Units as well as Impact Fee Coordination; *Risk Management*; *Procurement Services* which includes Reprographic Services; *Geographic Information Systems*; and *Information Technology* which includes Records Management Services.

FISCAL YEARS 2000 AND 2001 RESULTS AND OUTCOMES

The following is an executive summary of the results of departmental major initiatives, service efforts, and accomplishments that directly tie to the Board of County Commissioners' Focus Areas and Goals for those fiscal years.

The Budget Division received the GFOA Distinguished Budget Presentation Award for the 6th consecutive year. In addition, the Division implemented the County's second two-year budget process, saving County employees an estimated 5,000 hours of budget preparation time. The Monthly Financial Report can now be viewed on the County's web site:

www.lakegovernment.com.

In addition, the Assessment Section successfully completed a two-year project of certifying the non-ad valorem assessments to the Tax Collector using new software. All assessments to the homeowners were accurately noticed and billed.

The Procurement Division implemented the Purchasing Card program countywide. The bid process was improved so that vendors can register as bidders on-line. Bidders can now download bid documents and obtain initial bid results all via the County's website.

The Risk Management Division held successful safety, health and pre-retirement expositions, and the Wellness

Program was initiated. The Division also completed Hazard Communication, Bloodborne Pathogen and Ergonomics 101 training for every County employee. Fifty in-depth ergonomic evaluations were completed.

The Information Technology (IT) Division introduced virus control initiatives and new firewall technologies on the network, and implemented e-mail in over 400 personal computers. Two outlying buildings are using wireless technology. The County web site was awarded third place by the National Association of Counties in a web design contest.

The Geographic Information Services (GIS) Division developed and published a Lake County Base Map Procedure Manual for the creation of Tax Parcel Layer, implemented the Certified Section Corner Densification Project and revised and delivered FEMA Flood maps. The Division also created a countywide Oracle Data Warehouse strategic plan to include databases from Solid Waste, Public Works, Water Resources, and others.

FY 2002 AND 2003 DEPARTMENT OBJECTIVES

The following is a summary of departmental objectives which tie directly to the FOCUS AREAS of the Board of County Commissioners and are funded within the department's balanced budget.

Focus IV: Increase Citizen Confidence

- ✍ Budget Division will prepare semi-annual Performance Measure reports, beginning 3/31/02.
- ✍ Implement e-procurement software, Fiscal Year 2003.
- ✍ Assessment Section will provide error-free certified rolls to Tax Collector by August of each year.
- ✍ Coordinate implementation of new *Fire and Rescue* assessment module.
- ✍ Coordinate efforts of consultants and County staff for revision of Impact Fees.
- ✍ Impact Fee Coordinator will increase and improve interaction with municipalities by visiting each site to discuss any issues pending by 6/30/02.
- ✍ Streamline workers compensation claims and administration procedures by 12/01/01.
- ✍ IT staff will expand Wireless network capabilities.
- ✍ GIS will integrate all databases in the County into one data warehouse by 12/31/03.
- ✍ Launch Crisis Management and Safety Programs during FY 2002.



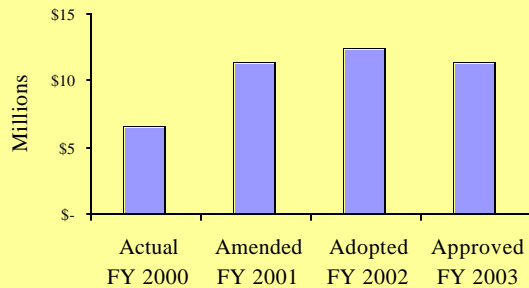
Department Summary and Highlights

Fiscal Years 2002 and 2003

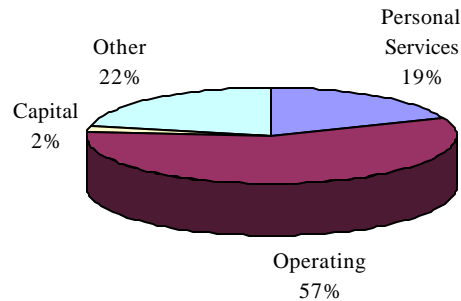
Department of Fiscal and Administrative Services

FINANCIAL HIGHLIGHTS

FISCAL AND ADMINISTRATIVE SERVICES
Comparison of Total Expenditures



FISCAL AND ADMINISTRATIVE SERVICES
Expenditures by Major Object
Fiscal Year 2002



Significant changes. The General Fund funding for the budget increased \$172,833 (5.4%) in FY 2002 and decreased by \$185,167 (10.5%) in FY 2003. Budget changes include: technology improvements, including expanded use of wireless services for remote locations; implementation of database management technology in GIS, as well as converting a contractual services position into a limited-term position; transfer of the Records Management section to Information Technology Division to better coordinate records storage and retrieval.

The operating budget of the Property and Casualty Fund increased by \$383,959 (24.4%) in FY 2002 primarily due to an overall 20% increase in premiums. Workers Compensation claims budget was increased 31% for FY 2002. Chargebacks to various programs were increased accordingly. The \$312,241 (10.2%) decrease for FY 2003 reflects a reduction in reserves to cover increased premiums; however, reserves are still adequate.

The operating budget for the Group Benefits Fund increased by \$479,517 (13.8%) for FY 2002 due primarily to a 10% increase in anticipated claims costs and the addition of 20 personnel. The \$454,725 decrease for FY 2003 reflects a reduction in reserves to cover increased premiums; however, reserves are still adequate.

Expenditures by Major Object	Actual FY 2000	Amended FY 2001	Adopted FY 2002	Approved FY 2003
Personal Services	\$ 1,603,262	\$ 1,941,821	\$ 2,117,954	\$ 2,220,103
Operating Expenses	4,544,409	5,870,194	6,752,700	6,968,774
Capital Outlay	182,942	267,005	229,011	131,325
Other (including transfers & reserves)	227,168	3,321,483	3,421,457	2,075,884
Total Expenditures	\$ 6,557,781	\$ 11,400,503	\$ 12,521,122	\$ 11,396,086

Staffing by Division	Actual FY 2000	Amended FY 2001	Adopted FY 2002	Approved FY 2003
Budget	7.5	7.5	8	8
Geographic Information Systems	8	8	8	8
Information Technology*	10	11	12	12
Procurement Services	8	8	8	8
Risk Management	4	4	4	4
Total Full-Time Positions	37.5	38.5	40.0	40.0

*Includes FY 2000 and FY 2001 history of 3 Records Management positions transferred from Community Services Department effective 10/01/02.



Department Summary and Highlights

Fiscal Years 2002 and 2003 Department of Fiscal and Administrative Services

DEPARTMENT OF FISCAL AND ADMINISTRATIVE SERVICES

EXPENDITURES BY PROGRAM	Actual FY 2000	Amended Budget FY 2001	Adopted Budget FY 2002	% Change Over FY 2001	Approved Budget FY 2003
General Fund					
Budget	\$ 337,064	\$ 356,817	\$ 408,004	14.3%	\$ 420,093
Impact Fee Coordination	-	148,241	158,042	6.6%	66,898
Assessments	73,155	55,876	45,263	(19.0%)	47,400
Procurement Services	313,726	340,957	350,398	2.8%	366,539
Reprographic Center	191,630	215,791	274,970	27.4%	240,823
Risk Management	184,217	252,336	216,569	(14.2%)	228,242
Information Technology	504,523	625,130	764,231	22.3%	769,896
Records Management	86,847	181,812	213,694	17.5%	136,721
Geographic Information Services	676,920	1,052,059	970,681	(7.7%)	767,240
Total General Fund	2,368,082	3,229,019	3,401,852		3,043,852
<i>% Change</i>			5.4%		(10.5%)
Summary of 6 MSBU's	344,459	574,733	575,776	0.2%	615,329
Property and Casualty Fund	1,301,901	2,715,605	3,075,970	13.3%	2,763,729
Employee Group Benefits Fund	2,887,798	5,443,578	6,043,230	11.0%	5,588,505
Total Expenditures	\$ 6,902,240	\$ 11,962,935	\$ 13,096,828	9.5%	\$ 12,011,415

REVENUES BY SOURCE	Actual FY 2000	Amended Budget FY 2001	Adopted Budget FY 2002	% Change Over FY 2001	Approved Budget FY 2003
General Fund:					
Impact Fees (Transfers In)	\$ 60,000	\$ 62,727	\$ 64,722	3.2%	\$ 66,898
Assessments (Transfers In)	94,088	68,647	59,014	(14.0%)	62,141
Reprographics Chargebacks	228,679	223,199	247,125	10.7%	259,431
GIS (Transfer In)	-	50,000	35,000	(30.0%)	35,000
Information Technology	80,581	46,000	95,735	108.1%	100,419
Transfers from Insurance Funds	227,168	252,336	215,769	(14.5%)	228,242
General Fund Funding	1,677,566	2,526,110	2,684,487		2,291,721
<i>% Change</i>			6.3%		(14.6%)
Summary of 6 MSBU's	391,581	574,733	575,776	0.2%	615,329
Property and Casualty Fund	1,304,528	2,715,605	3,075,970	13.3%	2,763,729
Employee Group Benefits Fund	3,190,376	5,443,578	6,043,230	11.0%	5,588,505
Total Revenues	\$ 7,254,567	\$ 11,962,935	\$ 13,096,828	9.5%	\$ 12,011,415

**BUDGET DIVISION**

Description: The Division promotes sound fiscal management practices to effectively coordinate the development and monitoring of the operating and capital needs of the Lake County Board of County Commissioners (BCC), both current and long-range. The Division also ensures that the certification of Fire and Rescue and Municipal Services Benefit Unit (MSBU) assessments are accurate.

The Impact Fee Coordinator (included in this Division) is responsible for coordinating the collection, management and spending of the three types (road, school, and fire) of impact fees in Lake County.

Performance Indicators:	Actual 2000	Estimated 2001	Target 2002	Target 2003
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FOCUS AREA IV: Increase Citizen Confidence

Program Goal 1: Effectively communicate impact fee information to all interested parties in a timely manner.

[FOCUS IV (A)]

Objective: Respond to information requests within 24 hours 100 % of the time.

Measures:

Number of information requests	820	1,000	1,100	1,200
% answered within 24 hours	New	100%	100%	100%

Program Goal 2: To effectively communicate budget information to all interested parties. **[FOCUS IV (B)]**

Objective 2(a): To comply with TRIM and other legal requirements which result in an adopted budget, and be recognized nationally by the Government Finance Officers Association (GFOA) for the budget presentation.

Measures:

Meet all T.R.I.M legal requirements	100%	100%	100%	100%
GFOA Distinguished Budget Presentation Award	Yes	Yes	Yes	Yes

Objective 2(b): Provide budget information to citizens, commissioners and staff in a timely and effective manner.

Measures:

Provide budget information on the County Internet site monthly, within 4 weeks of close of prior month.	New	92%	92%	100%
Provide semi-annual Performance Measure reports to the Commissioners, County Manager, and citizens	New	New	2 reports	2 reports
Meet all deadlines in the Budget Calendar	100%	100%	100%	100%
% accuracy in compiling budgets/financial reports on 1st review	New	95%	95%	95%
% of internal employees rating budget training as "effective"	98%	95%	95%	95%

Program Goal 3: Operate the Assessment Office efficiently and effectively. **[FOCUS IV (B)]**

Objective 3(a): Ensure the accuracy of each certified roll.

Measures:

Number of assessment rolls certified	8	7	7	7
At certification, have all corrections completed by targeted cutoff date	100%	100%	100%	100%

Objective 3(b): Process Fire and Rescue errors and insolvencies (E & I) within 5 days of receipt 100% of the time.

Measures:

Number of E & I per year	1,208	100	90	80
% sent to Tax Collector within 5 days	100%	100%	100%	100%

**BUDGET DIVISION**

EXPENDITURES	Actual FY 2000	Amended Budget FY 2001	Adopted Budget FY 2002	% Change Over FY 2001	Approved Budget FY 2003
Personal Services	\$ 358,716	\$ 417,905	\$ 467,211	12%	\$ 490,691
Operating Expenses	43,141	141,809	142,863	1%	42,425
Capital Outlay	8,362	1,220	1,275	5%	1,275
Total Expenditures	<u>\$ 410,219</u>	<u>\$ 560,934</u>	<u>\$ 611,349</u>	9%	<u>\$ 534,391</u>
<i>Authorized Full-Time Positions</i>	<i>7.5</i>	<i>7.5</i>	<i>8</i>		<i>8</i>

This budget also includes the Impact Fee Coordinator Section.

Significant expenditures and staffing changes. This Division's Fiscal Year 2002 budget was increased to include 100% funding for the Office Administrator, rather than splitting the position 50:50 with Community Outreach as in previous years. The increase in Fiscal Year 2003 is primarily for salary adjustments.

The Budget Director position was deleted and replaced with two Budget Analyst positions to better serve a growing staff workload.

Operating expenses were reduced by \$100,438 for FY 2003 predominantly due to impact fee studies of \$93,320 to be completed in FY 2002.

2002 and 2003 KEY ACTION STEPS**Program Goals 1 & 2**

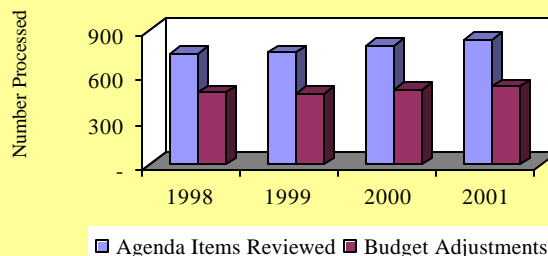
- ❖ Add a section to the County Manager's monthly financial report to feature a Program's performance measures, by January 2002.
- ❖ Hold workshops and a retreat with staff and the County Manager on GFOA's *Recommended Budget Practices*, by March 2002.
- ❖ Develop a semi-annual Performance Measure audit program and report.

Program Goal 3

- ❖ Debug CDPlus software, used by Assessment Office, by June 30, 2002.

DID YOU KNOW?

Our biennial budget process saves over 5,000 work-hours throughout the County departments.

NUMBER OF BUDGET ITEMS PROCESSED



PROCUREMENT SERVICES DIVISION

Description: This Division provides an open, responsive, competitive procurement environment which enables the County to supply effective and cost efficient services while maintaining supportive and effective relations with all users.

The Reprographic Center is charged with the responsibility of providing reprographic services, copier equipment, maintenance and supplies to all County departments.

	Actual	Estimated	Target	Target
Performance Indicators:	2000	2001	2002	2003

FOCUS AREA IV: Increase Citizen Confidence

Program Goal 1: To provide open, responsive, and competitive procurements. [FOCUS IV (B)]

Objective: To complete procurements for properly submitted purchase requisitions up to \$5,000 within 5 working days 75% of the time.

Measures:

Number of purchase orders up to \$5,000	1,200	652	800	600
% process within 5 working days	60%	76%	75%	80%

Program Goal 2: To provide procurement in an effective and cost efficient manner. [FOCUS IV (B)]

Objective: To decrease administrative costs of purchase orders for low dollar, high volume common use goods and services.

Measures:

Number of purchase orders \$500 or less	400	39	150	100
Total administrative costs	\$41,516	\$4,463	\$17,165	\$12,015

*Number of P.O.'s \$500 or less are expected to increase in FY 2002 & 2003 due to a change in Finance Department policy.

Program Goal 3: To assist internal customers in complying with purchasing procedures. [FOCUS IV (B)]

Objective: To provide effective purchasing procedures and methods training sessions.

Measures:

Number of training sessions provided	20	28	20	25
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Program Goal 4: To provide efficient and cost effective reprographic services. [FOCUS IV (B)]

Objective 4(a): To produce 60% of all departmental copies on Reprographic Center copier.

Measures:

Total copies produced on high speed copier	1,900,000	2,000,000	2,085,817	2,500,000
% of copies produced on high speed copier	50%	55%	55%	60%

**PROCUREMENT DIVISION**

EXPENDITURES	Actual FY 2000	Amended Budget FY 2001	Adopted Budget FY 2002	% Change Over FY 2001	Approved Budget FY 2003
Personal Services	\$ 325,912	\$ 351,599	\$ 378,737	8%	\$ 396,022
Operating Expenses	153,774	191,290	196,917	3%	201,340
Capital Outlay	25,670	26,160	49,744	90%	10,000
Total Expenditures	<u>\$ 505,356</u>	<u>\$ 569,049</u>	<u>\$ 625,398</u>	10%	<u>\$ 607,362</u>
<i>Authorized Full-Time Positions</i>	8	8	8		8

Significant expenditures and staffing changes. There were no staffing changes for FY 2002 or 2003. Increases for Personal Services are for annual merit increases and increases in benefits costs. Capital Outlay costs for FY 2002 include copiers for four other Divisions at \$20,434 and a rebudget for a color copier for the Reprographics Section at \$27,995.

2002 and 2003 KEY ACTION STEPS**Program Goals 1 & 2**

- ❖ Implement on-line, real time project status updating on County intranet.
- ❖ Implement specific parts of an e-procurement automated system.
- ❖ Expand purchasing card program to facilitate purchases and generate additional revenue.
- ❖ Implement purchasing module of new enterprise financial system.

Program Goal 3

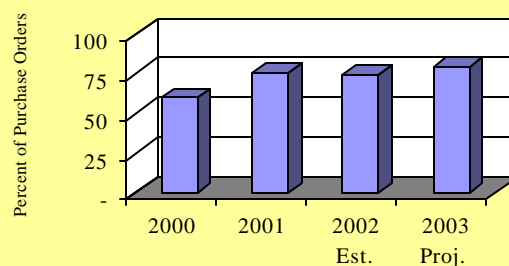
- ❖ Implement on-line purchasing card refresher training over the county's intranet.

Program Goal 4

- ❖ Study feasibility of updating production copier.

DID YOU KNOW?

Lake County Procurement Division's contract for fire apparatus has been used by 45 different governmental entities in the amount of \$23,290,357.

**PURCHASE ORDERS \$5,000 OR LESS
PROCESSED WITHIN 5 WORKING DAYS**

**RISK MANAGEMENT DIVISION**

Description: This Division is responsible for planning, leading, organizing, and maintaining a program of loss prevention and loss control, to include protecting County assets and employees. In addition, identifying exposure to loss, minimizing the financial impact, and managing the insured, self-insured health program and workers' compensation program are responsibilities of this Division.

Performance Indicators:	Actual 2000	Estimated 2001	Target 2002	Target 2003
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FOCUS AREA IV: Increase Citizen Confidence

Program Goal 1: To improve the processing and effective completion on workers' compensation claims. **[FOCUS IV]**

Objective 1(a): To increase the number of closed workers' compensation claims at year end to 96% within 3 years.

Measures:

Number of claims	71	74	75	76
Number of claims open at year end	3	3	3	2
% of claims closed at year end	96%	96%	96%	96%

Objective 1(b): To decrease the frequency and severity of workers compensation claims by 5% per year, and to process 95% of the claims in two working days.

Measures:

Dollar amount of Workers Compensation Claims	\$149,561	\$170,000	\$180,000	\$190,000
% increase (decrease) in number of claims	8%	4%	1%	1%
% of claims processed within 2 working days	95%	96%	97%	98%

Program Goal 2: To decrease the financial impact of liability and property loss claims. **[FOCUS IV (A)]**

Objective: To decrease the number and dollar amount of liability and property loss claims by 10% and process 90% of the claims within 5 working days.

Measures:

Number of liability claims against the County	36	15	14	15
Decrease in severity of 3rd party claims	New	150,066	5,000	4,000
Dollar amount of 3rd party claims	\$200,066	\$50,000	\$45,000	\$41,000
% of claims processed within 5 working days	9%	80%	85%	90%

Program Goal 3: To provide assistance in resolving health insurance claims in a timely manner. **[FOCUS IV (C)]**

Objective: To resolve 90% of inquiries on health insurance in 10 working days.

Measures:

Number of inquiries received	150	500	250	200
Number of inquiries resolved	140	480	225	180
Number of inquiries resolved in 10 days	40	450	205	170
% of inquiries resolved	93%	96%	90%	90%
% of inquiries resolved in 10 working days	26%	94%	91%	94%

**RISK MANAGEMENT DIVISION**

EXPENDITURES	Actual FY 2000	Amended Budget FY 2001	Adopted Budget FY 2002	% Change Over FY 2001	Approved Budget FY 2003
Personal Services	\$ 160,137	\$ 216,315	\$ 194,955	(10%)	\$ 204,702
Operating Expenses	3,980,290	4,872,121	5,719,357	17%	6,299,890
Capital Outlay	6,321	1,600	-	(100%)	-
Transfer - General Fund	227,168	252,336	215,769	(14%)	228,242
Reserves	-	3,069,147	3,205,688	4%	1,847,642
Total Expenditures	<u>\$ 4,373,916</u>	<u>\$ 8,411,519</u>	<u>\$ 9,335,769</u>	11%	<u>\$ 8,580,476</u>
<i>Authorized Full-Time Positions</i>	<i>4</i>	<i>4</i>	<i>4</i>		<i>4</i>

Significant expenditures and staffing changes. FY 2001 Personal Services included an expected retirement payout concurrent with replacing the retiree. This was not an issue for FY 2002, and therefore, accounts for the 10% decrease in the budget for Personal Services.

The Florida Property Insurance and reinsurance market has turned to a sellers' market in pricing and availability. Renewal carriers are all looking for premium increases ranging from 20% - 60% or more and some are no longer offering some lines of coverage. The Property and Casualty Insurance Fund experienced an overall 20% increase in premiums for FY 2002. Workers Compensation claims budget was increased 31% for FY 2002. The planned addition of three new fire houses in FY 2002 - 2004 was a major factor in increasing the claims budget for Property Casualty and Liability and Workers Compensation.

Lake County became fully self-insured for employee health insurance beginning in Fiscal Year 2000. Medical and pharmacy costs are increasing 12% - 15% annually nationwide. The Employee Group Benefits Fund is projected to break-even in Fiscal Year 2002 and decrease reserves for FY 2003 by \$832,000 to \$1.25 million.

2002 and 2003 KEY ACTION STEPS**Program Goals 1 & 2**

- ❖ Launch Crisis Management and Core Safety Programs during FY 2002.
- ❖ Conduct 10 to 12 internal work area safety audits during FY 2002.

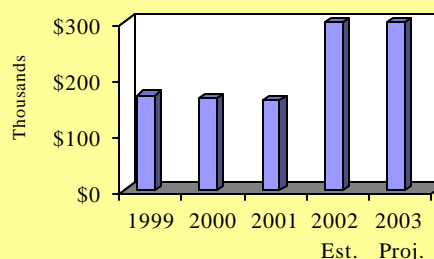
Program Goal 3

- ❖ Streamline the enrollment process and bill paying and reconciliation process by establishing an Access database before the next open enrollment.

DID YOU KNOW?

Risk Management Division
is authorized to conduct
OSHA 10 and 30 Hour
Training courses.

TOTAL CLAIMS EXPERIENCE
(Self-Insured Property and Casualty Plan)



*Includes Workers Compensation Claims.

**INFORMATION TECHNOLOGY DIVISION**

Description: The Information Technology (IT) Division provides computer and records management support to the Board of County Commissioners enabling them to effectively respond to citizens' requests. In addition, the Division provides Internet services so the citizens of Lake County have alternative ways of transacting business with, or receiving the services of, local government in a timely, efficient, and professional manner.

Performance Indicators:	Actual 2000	Estimated 2001	Target 2002	Target 2003
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FOCUS AREA IV: Increase Citizen Confidence

Program Goal 1: To provide all departments/divisions under the BCC with Internet, intranet, and e-mail services in order to better serve the citizens of Lake County. **[FOCUS IV (A, C)]**

Objective 1(a): To respond to emergency requests related to e-mail and Internet services within 24 hours and all other e-mail/Internet requests within 3 working days.

Measures:

Number of emergency requests	70	54	60	70
% responded to in 24 hours	100%	100%	100%	100%
Number of other requests	250	1,100	900	1,000
% responded to in 3 days	0	85%	95%	100%
% of calls as a result of problem not corrected by IT initiative	0%	0%	0%	0%

Objective 1(b): To connect remote offices to the BCC network backbone to have access to Internet, intranet, and e-mail services.

Measures:

Number of remote offices	24	32	35	37
% connected	29%	40%	100%	100%

Program Goal 2: To maintain network server availability at 99%. **[FOCUS IV (D)]**

Objective: To provide file servers with fault-tolerant subsystems, and perform planned preventive maintenance and monitoring on 100% of file servers.

Measures:

Number of servers installed in County	15	24	27	28
% with fault tolerant hard drives	66%	88%	89%	100%
% have preventive maintenance and monitoring	73%	23%	100%	100%
% of servers maintained by IT division	50%	92%	93%	93%

Program Goal 3: Increase efficiency in migrating public records from paper media to electronic format media. **[Focus IV (D)]**

Objective: To reduce the total man-hours required to prepare and electronically store files.

Measures:

Number of cartons received each month	58	58	60	65
Number of man-hours to prepare cartons	240	240	156	86

**INFORMATION TECHNOLOGY DIVISION**

EXPENDITURES	Actual FY 2000	Amended Budget FY 2001	Adopted Budget FY 2002	% Change Over FY 2001	Approved Budget FY 2003
Personal Services	\$ 373,905	\$ 436,490	\$ 584,751	34%	\$ 612,879
Operating Expenses	139,695	282,902	268,334	(5%)	228,688
Capital Outlay	77,770	87,550	124,840	43%	65,050
Total Expenditures	<u>\$ 591,370</u>	<u>\$ 806,942</u>	<u>\$ 977,925</u>	21%	<u>\$ 906,617</u>

<i>Authorized Full-Time Positions</i>	10	11	12	12
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Records Management Section history (FY 2000 and FY 2001) is included above.

Significant expenditures and staffing changes. The Records Management Section was transferred from the Community Services Department to the Information Technology Division beginning Fiscal Year 2002. Records Management consists of three full-time employees and a budget of \$213,694 and \$136,721 for Fiscal Years 2002 and 2003, respectively.

The County is currently spending approximately \$40,000 per year to outsource the imaging of certain documents. The transfer in of Records Management and the capital outlay of \$41,275 in Fiscal Year 2002 for this system and the related savings in outsourcing expense beginning in Fiscal Year 2003 account for majority of the difference in the budget for this Division between these two years and prior years.

2002 and 2003 KEY ACTION STEPS**Program Goals 1, 2 and 3**

- ❖ Connect 22 remote offices by end of FY 2002 and another 2 offices by end of FY 2003.
- ❖ Perform preventative maintenance on an additional 21 file servers by end of FY 2002.
- ❖ Implement records management tracking system to better control records storage, retrieval, and retention.
- ❖ Replace current enterprise data backup solution with one that is more robust and reliable.
- ❖ Migrate towards web-based solutions with regard to Records Management and IT provided services.

DID YOU KNOW?**Pages in County websites:**

347 - <http://www.co.lake.fl.us> external public site.

172 - <http://bccnet.co.lake.fl.us> internal employee site.

New FTP site available at <ftp://ftp.co.lake.fl.us>

Service Requests:

October 200 - July 2001, the Division responded to 2,603 Help Desk requests.

The County's 20 file servers were operational 99.9938% of the time.

Information Technology Division Staff:

9 employees with total combined 143 years experience in the computer industry.

**GEOGRAPHIC INFORMATION SERVICES DIVISION**

Description: A Geographic Information System (GIS) is an organized system of computer hardware, software, geographic data (anything that occupies space in the real world) and personnel designed to efficiently capture, store, update, manipulate, analyze and display all forms of geographically referenced information.

Performance Indicators:	Actual 2000	Estimated 2001	Target 2002	Target 2003
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FOCUS AREA IV: Increase Citizen Confidence

Program Goal 1: To create a digital base map of Lake County. **[FOCUS IV (C,E)]**

Objective 1(a): To complete 100% digital conversion of the Property Appraiser's map by 2003.

Measures:

Number of townships created to National Mapping accuracy standards of 6.67 feet	9	15	25	33
% completed with 95-98% accuracy	95%	95%	95%	95%

Objective 1(b): To complete hardcopy layout and design of Tax Parcel Maps and produce maps.

Measures:

Number of hardcopy maps produced and edited, with 95% accuracy	New	928	1,872	4,000
% completed	New	99%	99%	99%

Program Goal 2: The dissemination of GIS data to the citizens of Lake County. **[FOCUS IV (C), (E)]**

Objective 2(a): Creation of an interactive GIS web Site .

Measures (new for Fiscal Year 2002):

Intranet Site-% of data requests handled by the intranet vs. other methods of request			50%	75%
Internet Site-% of data requests handled by the Internet vs. other methods of request			60%	85%

Objective 2(b): To implement a Lake County data warehouse, with availability to Intranet and internet.

Measure: % of County Databases integrated	New	30%	50%	75%
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Program Goal 3: Structure Addressing/Geocoding. **[FOCUS IV (C)]**

Objective 3(a): To accurately locate and give a GPS coordinate to 99% of the occupied structures in Lake County.

Measures:

Street segments geocoded	New	New	14,433	7,772
% of county completed	New	New	65%	100%

Objective 3(b): To create a digitally accurate, maintained Countywide Master Address Database.

Measures:

Maintenance Mode: Cities (within 14 days), County (daily)	New	25%	80%	99%
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**GEOGRAPHIC INFORMATION SYSTEMS DIVISION**

EXPENDITURES	Actual FY 2000	Amended Budget FY 2001	Adopted Budget FY 2002	% Change Over FY 2001	Approved Budget FY 2003
Personal Services	\$ 384,592	\$ 519,512	\$ 492,300	(5%)	\$ 515,809
Operating Expenses	227,509	382,072	425,229	11%	196,431
Capital Outlay	64,819	150,475	53,152	(65%)	55,000
Total Expenditures	<u>\$ 676,920</u>	<u>\$ 1,052,059</u>	<u>\$ 970,681</u>	<u>(8%)</u>	<u>\$ 767,240</u>
<i>Authorized Full-Time Positions</i>	<i>8</i>	<i>8</i>	<i>8</i>		<i>8</i>

Significant expenditures and staffing changes. Personal Services expenses decreased because two long-term employees were replaced by entry level employees. In FY 2001, Operating Expenses were increased mainly due to carryforwards for the Parcels Project and training to be completed in FY 2002. Capital Outlay decreased significantly due to expenditures in FY 2001 for a database server, Oracle licensing, firewall and backup library for the server that will not need to be replaced in FY 2002 or 2003.

2002 and 2003 KEY ACTION STEPS**Program Goal 1**

- ❖ Complete Parcel Layer construction.
- ❖ Begin Right-of-Way Project for Public Works Department.

Program Goal 2

- ❖ Create CITYview application for the municipalities.
- ❖ Implement and integrate Data Warehouse.

Program Goal 3

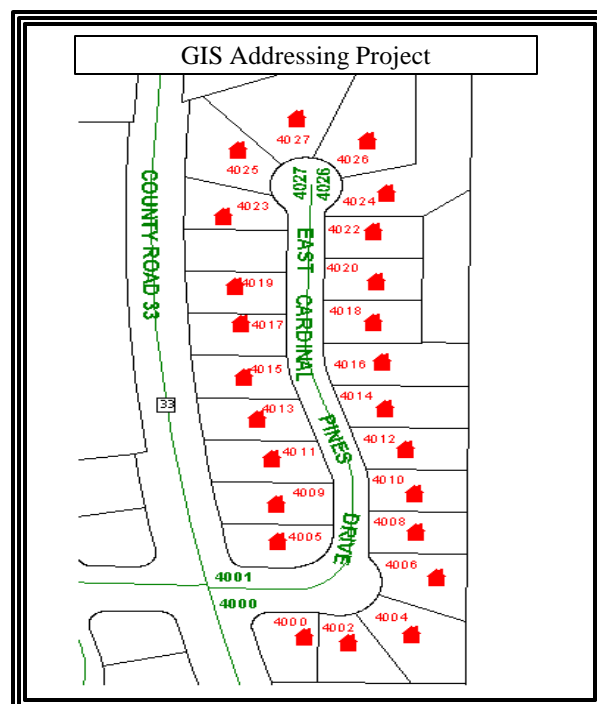
- ❖ Complete data entry and verification of the Structure Addressing Project.
- ❖ Complete Geocoding Street Centerlines using new Structures Addresses to produce a Geocoded Project for potential use by the Lake County Sheriff in Dispatch and Emergency Services.

DID YOU KNOW?

80% of the information government uses is based on geography.

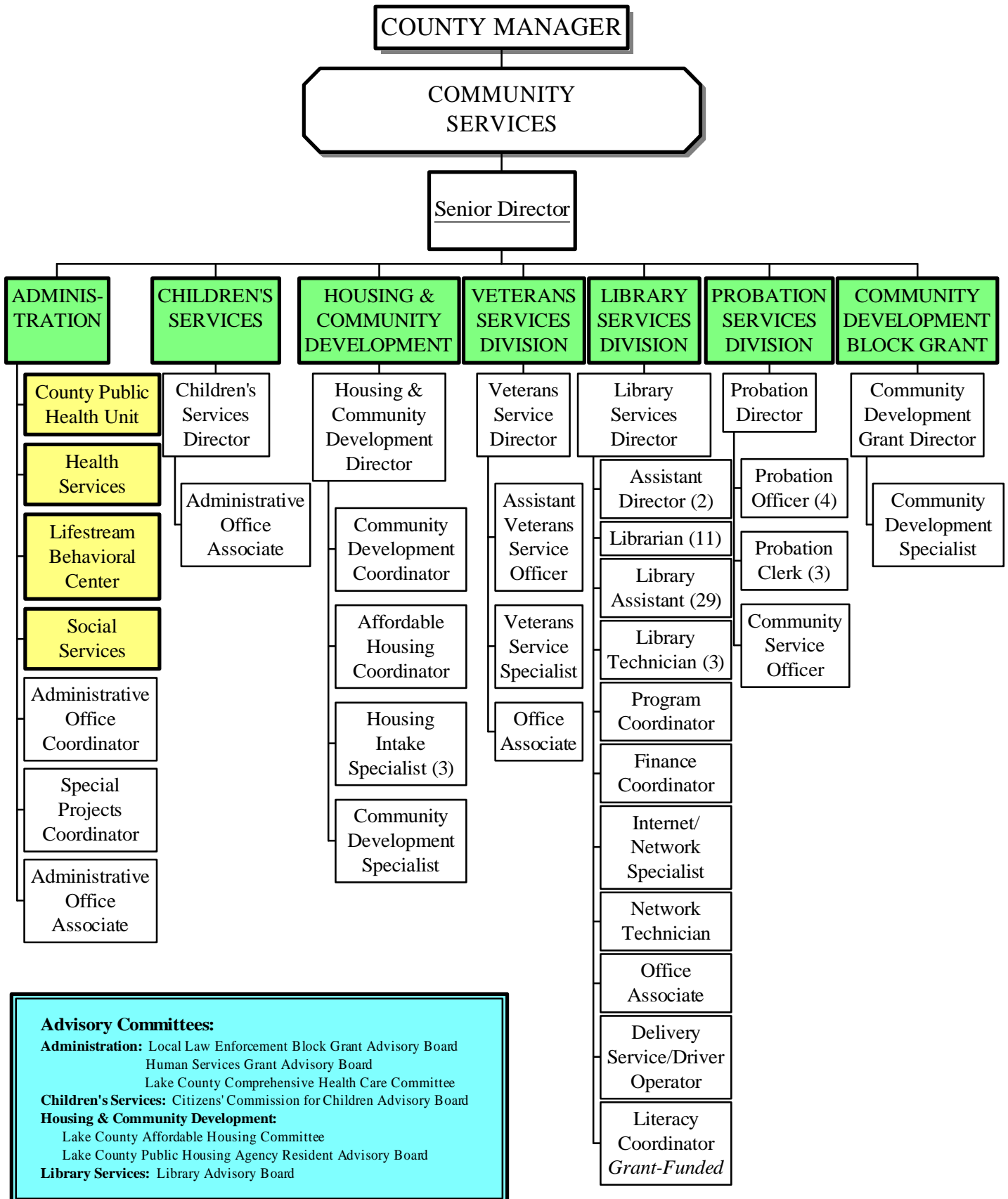
GIS helps the business of government by:

- Expanding the information base
- Enhancing analysis with visual tools
- Streamlining the decision-making process
- Communicating effectively with all citizens





Community Services Organization Chart





Community Services



Fletcher D. Smith
Senior Director

352-343-9630
fsmith@co.lake.fl.us

80 full-time employees
1 grant-funded employee



Emily A. Lee
Children's Services
Director

343-9405
elee@co.lake.fl.us

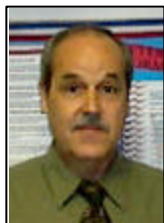
2 full-time employees



Cheryl L. Thomas
Housing & Community
Development Director

343-1780
cthomas@co.lake.fl.us

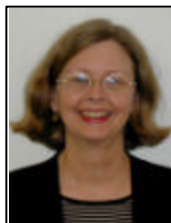
7 full-time employees



Thomas R. Osebold
Veterans Service
Director

343-9753
tosebold@co.lake.fl.us

4 full-time employees



Wendy R. Breeden
Library Services
Director

253-6186
wbreeden@lakeline.lib.fl.us
52 full-time employees
1 grant-funded employee



Anthony I. Deaton
Probation Director

343-2525
tdeaton@co.lake.fl.us

9 full-time employees



Elizabeth A. Eginton
Community Development
Grant Director

343-1864
eeginton@co.lake.fl.us

2 full-time employees



DEPARTMENT OF COMMUNITY SERVICES

MISSION

To assist, collaborate and serve with excellence. The Mission Statement of the Department of Community Services establishes the basic approach for all staff.

BENCHMARK

To improve communications between Department of Community Services staff, other County departmental staff, and external customers. Benchmark Partner: Universal Studios, Human Services Division, Orlando, Florida.

SERVICES

The Divisions within the Department are: *Administration*, which includes Social Services, Health Services, and provides funding for LifeStream Behavioral Center, County Public Health Unit, and the County's portion of the Medical Examiner's Office; *Children's Services*; *Library Services*; *Veterans Services*; *Probation Services*; and *Community Development Block Grant Administration*.

FISCAL YEARS 2000 AND 2001 RESULTS AND OUTCOMES

The following is an executive summary of the results of departmental major initiatives, service efforts, and accomplishments which directly tie to the Board of County Commissioners' Focus Areas and Goals for those fiscal years.

The Community Services Administration Division completed a departmental reorganization, which shifted programs funded by the General Fund to Community Services Administration from the Division of Human Services and placed Housing programs into the newly created Division of Housing and Community Development. This reorganization will provide for more effective management of grant-funded housing and rental assistance programs, while at the same time reducing the burden of funding operation of these programs from the General Fund.

The Administration Division also revised the Human Services Grant Program application in order to reduce the complexity of the proposal process, saving time and effort both for County Staff, Proposal Review Members and the applicant. Utility/Rental Assistance, using \$28,239 in FEMA funding and Indigent Burial assistance totaling \$53,500, was provided during Fiscal Year 2001.

The Community Development Block Grant (CDBG) Division assisted 288 citizens to purchase prescriptions, provided 125 homebound seniors with home-delivered meals on weekends, assisted 55 Forest Hills households to pay paving assessments, and funded refurbishment of the Ingraham Park Playground in Tavares and other capital projects.

The Library Services Division established reciprocal borrowing agreements with Osceola, Polk and Volusia counties; a countywide literacy program for adults and those needing to learn English as a second language; and a portable computer training lab for training staff and the public at various library locations.

The Veterans Services Division established an additional outreach site at the Clermont Chamber of Commerce and assisted clients in securing more than \$462,500 in monetary benefits through the Department of Veteran Affairs.

Probation Services Division implemented a Vehicle Immobilization Program for offenders convicted of Driving Under the Influence (DUI) and "Intoxilyzer 5000" alcohol testing in coordination with local Law Enforcement.

FY 2002 AND 2003 DEPARTMENT OBJECTIVES

The following is a summary of departmental objectives which tie directly to the FOCUS AREAS of the Board of County Commissioners and are funded within the department's balanced budget.

Focus III: Nourish Communities

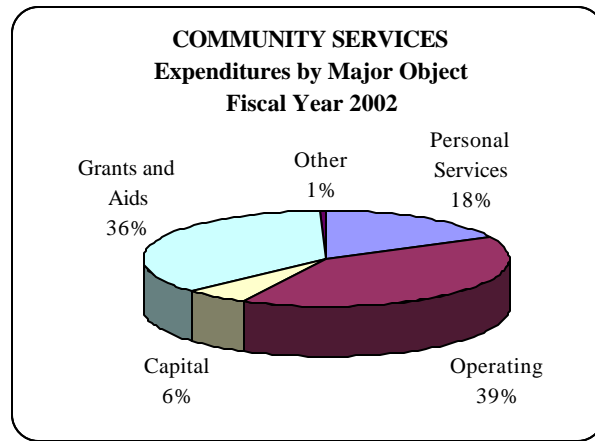
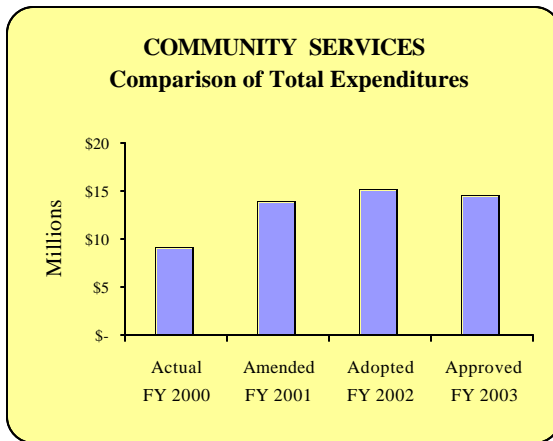
- Provide staff support to indigent care and senior citizen services advisory committees.
- Provide grant writing and technical training to agencies that provide services to children and families.
- Improve method of qualifying for Fire and Solid Waste assessment payments and increase funding for hardships from \$4,000 to \$70,000.

Focus IV: Increase Citizen Confidence

- Conduct a veteran health fair in FY 2002.
- Implement a Probation Client Classification system to identify clients who warrant more intense supervision.
- Relocate the Marion Baysinger and Citrus Ridge Branch Libraries to permanent locations.
- Conduct outreach activities to inform and educate the public of services and programs available to the community.



FINANCIAL HIGHLIGHTS



Significant changes. The General Fund funding for the Department increased \$436,475 (11.09%) in FY 2002 and decreased \$865 (0.02%) in FY 2003. Budget changes include: the Solid Waste and Fire Assessments hardship assistance increased \$66,000; LifeStream Behavioral Center funding increased \$285,580; Probation Services operating expenses increased \$62,773, predominantly for implementation of new Courtview/2000 software.

The Community Development Block Grant Division FY 2002 budget increased \$243,958 (29%) due to an increase in grant entitlements and carryforwards for projects not completed in FY 2001.

Library Services FY 2002 budget increased \$523,142 (15.2%) due to funding for a complete year for the three newest library branches versus a partial year in FY 2001.

Expenditures by Major Object	Actual FY 2000	Amended FY 2001	Adopted FY 2002	Approved FY 2003
Personal Services	\$ 1,634,095	\$ 2,745,478	\$ 2,995,756	\$ 3,169,581
Operating Expenses	3,622,624	4,520,454	4,950,325	4,903,170
Capital Outlay	521,685	965,158	1,140,577	1,101,355
Debt Service	11,064	5,537	-	-
Grants and Aids	3,323,636	5,208,068	5,631,521	5,114,025
Other (including transfers & reserves)	35,087	553,283	418,981	283,292
Total Expenditures	\$ 9,148,191	\$ 13,997,978	\$ 15,137,160	\$ 14,571,423

Staffing by Division	Actual FY 2000	Amended FY 2001	Adopted FY 2002	Approved FY 2003
Community Services Administration	6.5	4	4	4
Children's Services	1	2	2	2
Housing & Community Development	5.5	7	7	7
Veterans Services	4	4	4	4
Probation	9	9	9	9
Library Services	31	52	52	52
Community Development Block Grant	2	2	2	2
Total Full-Time Positions*	59	80	80	80

*FY 2000 and FY 2001 Records Management positions (3) are shown with the Department of Fiscal and Administrative Service, Information Technology Division, where they were transferred effective 10/01/02.



Fiscal Years 2002 and 2003

Department Summary and Highlights Department of Community Services

DEPARTMENT OF COMMUNITY SERVICES

EXPENDITURES BY PROGRAM	Actual FY 2000	Amended Budget FY 2001	Adopted Budget FY 2002	% Change Over FY 2001	Approved Budget FY 2003
General Fund					
Community Services Administration	\$ 385,681	\$ 368,168	\$ 265,706	(27.8%)	\$ 257,133
Social Services	105,843	116,529	199,317	71.0%	201,317
LifeStream Behavioral Center	176,942	176,945	462,525	161.4%	462,526
County Public Health Unit	456,670	611,063	554,152	(9.3%)	541,587
Medical Examiner	438,726	424,383	446,240	5.2%	468,552
Health Services	1,634,548	1,887,500	2,092,007	10.8%	2,086,988
Children's Services	289,347	360,078	309,334	(14.1%)	314,344
Veterans Services	143,453	156,889	154,277	(1.7%)	162,822
Probation Services	406,395	423,958	492,554	16.2%	453,889
Total General Fund	<u>4,037,605</u>	<u>4,525,513</u>	<u>4,976,112</u>		<u>4,949,158</u>
% Change			10.0%		(0.5%)
Community Development Block Grant	41,901	936,517	1,180,475	26.0%	969,000
Affordable Housing Assistance	1,983,990	3,363,188	3,272,813	(2.7%)	2,839,865
Housing Services (Section 8)	1,034,791	1,741,982	1,753,840	0.7%	1,687,851
Library Services	2,049,904	3,430,778	3,953,920	15.2%	4,125,549
Total Expenditures	<u>\$ 9,148,191</u>	<u>\$ 13,997,978</u>	<u>\$ 15,137,160</u>	8.1%	<u>\$ 14,571,423</u>

REVENUES BY SOURCE	Actual FY 2000	Amended Budget FY 2001	Adopted Budget FY 2002	% Change Over FY 2001	Approved Budget FY 2003
General Fund:					
Social Services	\$ 250,159	\$ 156,885	\$ 202,389	29.0%	\$ 176,300
Medical Examiner	81,175	-	-	0.0%	-
Health Services	20,000	-	-	0.0%	-
Children's Services	50,000	29,380	-	(100.0%)	-
Probation Services	360,049	402,000	400,000	(0.5%)	400,000
General Fund Funding	3,276,222	3,937,248	4,373,723		4,372,858
% Change			11.09%		(0.02%)
Community Development Block Grant	49,418	936,517	1,180,475	26.0%	969,000
Affordable Housing Assistance	1,844,886	3,363,188	3,272,813	(2.7%)	2,839,865
Housing Services (Section 8)	1,057,995	1,741,982	1,753,840	0.7%	1,687,851
Library Services (includes transfers)	1,923,216	3,430,778	3,953,920	15.2%	4,125,549
Total Revenues	<u>\$ 8,913,120</u>	<u>\$ 13,997,978</u>	<u>\$ 15,137,160</u>	8.1%	<u>\$ 14,571,423</u>

**CHILDREN'S SERVICES**

Description: The Division provides coordination and funding for prevention and intervention programs for children, youth and families through collaborative, community-based services. The Board of County Commissioners (BCC) annually reviews recommendations of the *Citizens' Commission for Children* (CCC) for grant funding, and awards are incorporated into the annual budget.

Performance Indicators:	Actual 2000	Estimated 2001	Target 2002	Target 2003
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FOCUS AREA II: Economic and Cultural Base**FOCUS AREA III: Nourish Communities**

Program Goal 1 : To continue offering grant-writing techniques and grant management skills, and to increase applicant's knowledge of funding sources. **[FOCUS II (A)]**

Objective: To provide training opportunities to improve grant-writing skills and knowledge of funding sources to identified agencies; to improve agency knowledge of record-keeping and reporting.

Measures:

Number of agencies reached through grant workshops	New	27	35	45
Number responding to County's offer for grants	New	22	27	32
% of agencies with improved record-keeping, reporting of activities, and payment requests	New	60%	85%	95%

Program Goal 2: To improve the monitoring of funded agencies to ensure accountability and compliance with contractual obligations. **[FOCUS III (A)]**

Objective: To develop a comprehensive monitoring system for allocated funds.

Measures:

% of agencies with audit on file	New	80%	97%	100%
% with proof of non-profit status	New	95%	98%	100%
% of agencies showing evidence of measurable goals and outcomes	New	80%	98%	100%

Program Goal 3 : To build collaborations, partnerships, and consensus among agencies providing services to children and families in Lake County. **[FOCUS III (A)]**

Objective : To increase the number of partnerships between agencies in submitted grants and encourage collaboration between agencies to pursue other funding sources.

Measures:

% of agencies indicating partnership with other agencies in new grants submitted to CCC	New	60%	80%	80%
Number of agencies partnering to write grants for outside funding outside funding	New	0	0	6

**CHILDREN'S SERVICES DIVISION**

EXPENDITURES	Actual FY 2000	Amended Budget FY 2001	Adopted Budget FY 2002	% Change Over FY 2001	Approved Budget FY 2003
Personal Services	\$ 56,542	\$ 78,233	\$ 100,691	29%	\$ 105,701
Operating Expenses	45,238	64,888	11,243	(83%)	11,243
Capital Outlay	-	2,788	-	(100%)	-
Grants and Aids	187,567	210,269	197,400	(6%)	197,400
Other (including transfers & reserve)	-	3,900	-	(100%)	-
Total Expenditures	\$ 289,347	\$ 360,078	\$ 309,334	(14%)	\$ 314,344

<i>Authorized Full-Time Positions</i>	<i>1</i>	<i>2</i>	<i>2</i>	<i>2</i>
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Significant expenditures and staffing changes. Personal Services expenses increased for one employee transferred in from Human Services Division during Fiscal Year 2001 (part year) and budgeted for a full year in Fiscal Year 2002 and 2003. Operating Expenses decreased by \$53,645 partly due to baseline budget cuts in various line items totaling \$12,120. The remaining reduction is due to Lake County no longer being the fiscal agent for the School Readiness Coalition.

2002 and 2003 KEY ACTION STEPS**Program Goals 1 & 2**

- ❖ Present grant workshops to 35 agencies in FY 2002 and 45 in FY 2003.
- ❖ Develop a comprehensive monitoring system for allocated funds.
- ❖ For FY 2002, obtain audit from 80% of agencies receiving grants.

Program Goal 3

- ❖ Facilitate and encourage collaborations and partnerships among children and families agencies to achieve 6 agencies partnering to write grants by FY 2003.

DID YOU KNOW?

The Lake County Citizens' Commission for Children recommended 13 agencies for funding to the BCC during the 2002 fiscal year. A total of \$194,400 was awarded to the agencies.

**Children's Services Grant Awards
Fiscal Year 2002**

Grantee	Amount
Boys & Girls Club of Lake/Sumter	\$ 10,000
Childhood Development Services	20,000
Children's Home Society	30,000
City of Mount Dora	6,000
First United Methodist Church Umatilla	8,400
Golden Triangle YMCA Skate Park	10,000
Golden Triangle YMCA Youth Achievers	11,000
Hospice of Lake & Sumter	5,000
Lake County School Readiness	15,000
Lake County School Stop Truancy	11,000
Lake/Sumter Children's Advocacy Center	30000
LifeStream After School Enrichment	25000
S. Lake Co. Community Foundation (Stuckey's Kid	15000
Total	\$ 196,400

**HOUSING AND COMMUNITY DEVELOPMENT DIVISION**

Description: The programs under the Housing and Community Development Division include the Federal Housing and Urban Development (HUD) funded Section 8 Rental Voucher Program and the State-funded State Housing Initiatives Partnership Program, called SHIP. These programs enable the County to provide rental assistance, home purchase assistance and home repair assistance to low-income citizens.

Performance Indicators:	Actual 2000	Estimated 2001	Target 2002	Target 2003
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FOCUS AREA III: Nourish Communities**FOCUS AREA IV: Increase Citizen Confidence**

Program Goal 1 : Conduct outreach activities, particularly in the North and South areas of Lake County, to inform and educate the public of services available to the community, and to improve communication with other agencies, thereby enhancing our reputation of service with excellence. **[FOCUS IV (A)]**

Objective 1(a): To increase the community awareness of services offered by the Division by 25%.

Measures:

Number of pre- and post-tests taken	100	100	50	50
% pre-test awareness	20%	25%	25%	25%
% post-test awareness	25%	31%	50%	50%
% increase post-test awareness	25%	30%	25%	25%

Objective 1(b): Communicate programs to our external customers.

Measures:

Number of presentations to community groups	New	New	4	4
Number of informational meetings with community organization	New	New	2	2

Program Goal 2: Assist "Section 8" renters transitioning from rental assistance into home ownership, thereby improving their quality of life. **[FOCUS IV (A)]**

Objective: Transition two families annually from Section 8 rental assistance into home ownership.

Measures:

Number of Section 8 Renters becoming homeowners	2	2	2	2
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Program Goal 3 : Build community relationships by establishing a Neighborhood Innovation Team. **[FOCUS III (A); IV (E)]**

Objective : Establish one Neighborhood Innovation (NI) Team in Lake County during next 2-year period, then continue assistance.

Measures:

Number of presentations to groups	5	10	3	3
Number of entities interested in forming NI Team	2	5	1	1
Number of teams established	0	1	0	1

**HOUSING AND COMMUNITY DEVELOPMENT DIVISION**

EXPENDITURES	Actual FY 2000	Amended Budget FY 2001	Adopted Budget FY 2002	% Change Over FY 2001	Approved Budget FY 2003
Personal Services	\$ 206,384	\$ 249,996	\$ 315,296	26%	\$ 330,936
Operating Expenses	29,030	98,612	100,066	1%	86,587
Capital Outlay	4,385	2,500	-	(100%)	-
Grants and Aids	2,751,590	4,394,227	4,359,393	(1%)	3,992,725
Other (including transfers & reserves)	27,392	359,835	251,898	0%	117,468
Total Expenditures	<u>\$ 3,018,781</u>	<u>\$ 5,105,170</u>	<u>\$ 5,026,653</u>	(2%)	<u>\$ 4,527,716</u>

<i>Authorized Full-Time Positions</i>	5.5	7	7	7
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Significant expenditures and staffing changes. The Department was reorganized during Fiscal Year 2001, merging the Division of Human Services with other Department divisions. Of the 3.5 employees in Human Services, two were transferred to this new Housing and Community Development Division. The Affordable Housing and Housing Services sections were transferred to this new division and their histories are included above.

2002 and 2003 KEY ACTION STEPS**Program Goals 1 & 2**

- ❖ Conduct four community group presentations each year about services offered.
- ❖ Schedule two informational meetings with community organizations each year.
- ❖ Transition two families annually from Section 8 rental assistance into home ownership.

Program Goal 3

- ❖ Conduct three presentations to groups each year to generate interest in Neighborhood Innovation Team.
- ❖ Establish one Neighborhood Innovation Team in Lake County during the next two year period.

DID YOU KNOW?

For every \$1 million the Affordable Housing program allocates each year for home ownership and rehabilitation assistance statewide, \$10 million is generated in real estate transactions.



VETERANS SERVICES DIVISION

Description: This Division assists veterans and their dependents with the Department of Veterans Affairs (DVA) benefits including monetary and health benefits. Staff also assists clients by filing claims for any benefits due them from the DVA.

Performance Indicators:	Actual 2000	Estimated 2001	Target 2002	Target 2003
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FOCUS AREA IV: Increase Citizen Confidence

Program Goal 1 : Assist veterans and their dependents with benefits and provide information on eligibility for programs through the Department of Veteran Affairs. [FOCUS IV (A)]

Objective 1(a): To increase the community awareness of services offered by the Division by increasing the number of health fairs to two annually and the percent of speaking engagements by 30% per year.

Measures:

Number of speaking engagements conducted	8	10	12	14
Number of health fairs sponsored	2	2	2	2
% increase in speaking engagements	33%	25%	20%	16%

Objective 1(b): Increase percent of clients served at outreach sites to 10% of total served, for the convenience of the client being served.

Measures:

Total number of walk-in and telephone contacts, all offices	15,400	15,655	15,800	16,000
Number of outreach sites established	2	3	3	3
% of clients served at outreach sites	6%	8%	8%	10%

Program Goal 2: To achieve efficiencies and effectiveness in claim processing procedures. [FOCUS IV (C), (D)]

Objective: Increase the error-free rate on claims to 95%, and respond to correspondence within five working days 75% of the time, and achieve 100% satisfaction rate on annual survey.

Measures:

Number of documents submitted to federal, state and local agencies on behalf of a veteran	14,700	14,900	15,100	15,300
% of claims submitted that are error-free	90%	95%	95%	96%
% of letters responded to within five working days	70%	75%	78%	80%
Satisfaction rate for walk-in clients served	100%	100%	100%	100%

Program Goal 3 : Develop a workforce second to none by increasing knowledge of DVA programs and federal law changes. [FOCUS IV (B)]

Objective : 100% of counseling staff will attend two recertification training conferences per year.

Measures:

Number of counseling staff to attend recertification training	4	4	4	4
% of applicable staff attending recertification training	80%	100%	100%	100%

**VETERANS SERVICES DIVISION**

EXPENDITURES	Actual FY 2000	Amended Budget FY 2001	Adopted Budget FY 2002	% Change Over FY 2001	Approved Budget FY 2003
Personal Services	\$ 130,118	\$ 141,490	\$ 147,297	4%	\$ 154,662
Operating Expenses	10,699	15,399	6,980	(55%)	6,880
Capital Outlay	2,636	-	-	0%	1,280
Total Expenditures	<u>\$ 143,453</u>	<u>\$ 156,889</u>	<u>\$ 154,277</u>	<u>(2%)</u>	<u>\$ 162,822</u>

<i>Authorized Full-Time Positions</i>	4	4	4	4
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Significant expenditures and staffing changes. Operating Expenses were cut in half starting Fiscal Year 2002 due to baseline budget cuts in ten different line items including travel, office supplies, books publications, and dues, and computer upgrades.

2002 and 2003 KEY ACTION STEPS**Program Goal 1**

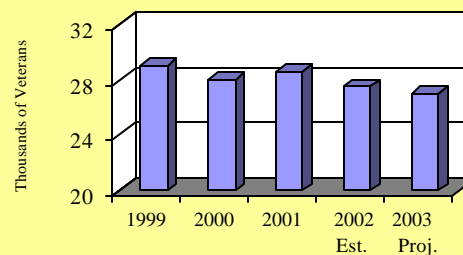
- ❖ Sponsor a Tricare seminar for retired military veterans.
- ❖ Sponsor a health fair in Fiscal Year 2002 in conjunction with the Department of Veterans Affairs medical facility.
- ❖ Conduct speaking seminars to inform the public of various Department of Veterans Affairs programs.

Program Goals 2 and 3

- ❖ Send 4 counseling staff to recertification training each year.

DID YOU KNOW?

The World War II veteran population is decreasing at an estimated rate of 1,500 per day nationwide.

LAKE COUNTY VETERANS

**LIBRARY SERVICES DIVISION**

Description: The Division of Library Services serves as the administrative office of the Lake County Library System (LCLS). Library Services, through its cooperation with the library system's member libraries and operation of branch libraries, plans and coordinates countywide library development, and provides access to information for the citizens of Lake County by providing an automation system, wide area network, and related services. The LCLS mission statement is: *The Lake County Library System: your gateway to the world of information.*

	Actual	Estimated	Target	Target
Performance Indicators:	2000	2001	2002	2003

FOCUS AREA IV: Increase Citizen Confidence

Program Goal 1: To provide patrons with timely access to new library materials. **[FOCUS IV (B)]**

Objective: To process books requiring copy cataloging within five days 80% of the time.

Measures:

Total number of library materials cataloged	14,878	18,000	23,000	25,000
Number of books requiring copy cataloging	7,971	9,000	11,000	11,000
Average turnaround time for copy cataloging	4.0 days	6.0 days	5.5 days	6.0 days
% cataloged within 5 days	75%	80%	80%	80%

Program Goal 2: To provide excellence in library and customer service to Lake County residents. **[FOCUS IV (A)]**

Objective: 95% of library users will be satisfied with services received at Lake County Library System branch libraries.

Measures:

Number of LCLS registered borrowers	56,890	65,000	73,000	80,000
% of population as registered borrowers	28%	31%	33%	35%
% of library users satisfied with library services	N/A	85%	90%	95%



LIBRARY SERVICES DIVISION

EXPENDITURES	Actual FY 2000	Amended Budget FY 2001	Adopted Budget FY 2002	% Change Over FY 2001	Approved Budget FY 2003
Personal Services	\$ 535,392	\$ 1,520,705	\$ 1,742,133	15%	\$ 1,852,404
Operating Expenses	943,517	1,385,187	1,574,071	14%	1,582,645
Capital Outlay	510,995	524,886	622,716	19%	675,500
Grants and Aids	60,000	-	-	0%	-
Other (including transfers & reserve)	-	-	15,000	100%	15,000
Total Expenditures	\$ 2,049,904	\$ 3,430,778	\$ 3,953,920	15%	\$ 4,125,549

Authorized Full-Time Positions*	31	52	52	52
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*FY 2000 and FY 2001 history for Records Management Section are shown in Information Technology Division of the Department of Fiscal and Administration where they were transferred effective 10/01/02.

Significant expenditures and staffing changes. Staffing was significantly increased in FY 2001 for the six new branch libraries. Budgets for Paisley, Astor and Central Lake branches in the Fiscal Year 2001 budget were for partial year only. They are budgeted for a full year in Fiscal Year 2002 resulting in a significant increase. For FY 2002, the Records Management Section, with three employees, was transferred to the Department of Fiscal and Administrative Services, Information Technology Division. Interlocal agreements are due for renewal for the period beginning October 1, 2001. A new reimbursement formula is under consideration.

2002 and 2003 KEY ACTION STEPS

Program Goal 1

- ❖ Plan for a move to cataloging through Online Computer Library Center to improve cataloging turnaround times.

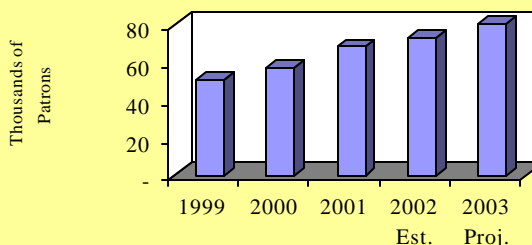
Program Goal 2

- ❖ Establish reciprocal borrowing agreements with Seminole and Marion Counties and Lake-Sumter Community College.
- ❖ Addition of County library branches in Paisley, Astor and Central Lake areas.
- ❖ Move the Marion Baysinger Memorial County Library into a newly renovated, larger facility in the Spring 2002.
- ❖ Apply for a State Library construction grant for a new library facility for the Citrus Ridge County Library in the Four Corners area.
- ❖ Add software to the library automation system that will enable patrons to access online reference databases for the library's website.

DID YOU KNOW?

As a library patron, you can search the library catalog, place a book on hold, or check your patron record from the Lake County Library System website:
www.lakeline.lib.fl.us

**NUMBER OF REGISTERED PATRONS
IN LAKE COUNTY LIBRARY SYSTEM**



**PROBATION SERVICES DIVISION**

Description: The Probation Division provides supervision of clients placed on probation and ensures compliance with their court-ordered sanctions. The Division provides Pre-Trial Intervention (PTI) to clients identified by the Court as an alternative to regular judicial proceedings, and provides electronic monitoring service in lieu of incarceration to clients identified by the Courts.

Performance Indicators:	Actual 2000	Estimated 2001	Target 2002	Target 2003
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FOCUS AREA IV: Increase Citizen Confidence

Program Goal 1 : Instruct all probationers on the conditions of probation in a timely manner. **[FOCUS IV (C)]**

Objective 1(a): Instruct all probationers, who are present in court at time of sentencing, within one day.

Measures:

Number of probationers present at time of sentencing	2,070	2,173	2,281	2,395
% of total present at time of sentencing	90%	90%	90%	90%
Number instructed within one working day	1,863	1,978	2,098	2,227
% instructed within one working day	90%	91%	92%	93%

Objective 1(b): Instruct all probationers, who are sentenced in absentia, within 30 days.

Measures:

Number of probationers absent at time of sentencing	230	242	253	266
% of total absent at time of sentencing	10%	10%	10%	10%
Number instructed within 30 days	184	198	213	229
% instructed within 30 days	80%	82%	84%	86%

Program Goal 2 : To assist probationers in successful completion of their probation. **[FOCUS IV (A,C)]**

Objective : To increase and maintain a 60% successful probation completion rate for our probationers by Fiscal Year 2001

Measures:

Number of probationers discharged from probation	2,477	2,500	2,550	2,600
Number of probationers successfully completing probation	1,489	1,525	1,581	1,638
% successfully completing probation	60%	61%	62%	63%

Program Goal 3 : Defray the cost of Division operations through the collection of supervision fees; reimburse crime victims for their losses through the collection of restitution. **[FOCUS IV (C)]**

Objective 3(a): Supervision and work release fees will defray 100% of the cost of Division operations.

Measures:

Annual operating budget	\$406,395	\$423,958	\$492,554	\$453,889
% of expenditures covered by revenue collections	89%	95%	100%	100%

Objective 3(b): Increase by 1% per year the percentage of restitution collected.

Measures:

Amount of restitution due all crime victims	\$55,000	\$56,000	\$57,000	\$58,000
Amount of restitution collected and reimbursed to victims	\$40,723	\$42,000	\$43,320	\$44,660
% of restitution collected	74%	75%	76%	77%

**PROBATION SERVICES DIVISION**

EXPENDITURES	Actual FY 2000	Amended Budget FY 2001	Adopted Budget FY 2002	% Change Over FY 2001	Approved Budget FY 2003
Personal Services	\$ 340,421	\$ 347,875	\$ 359,235	3%	\$ 377,196
Operating Expenses	54,910	70,546	133,319	89%	76,693
Debt Service	11,064	5,537	-	(100%)	-
Total Expenditures	<u>\$ 406,395</u>	<u>\$ 423,958</u>	<u>\$ 492,554</u>	16%	<u>\$ 453,889</u>
<i>Authorized Full-Time Positions</i>	9	9	9		9

Significant expenditures and staffing changes. Operating Expenses increased by \$62,773 for Fiscal Year 2002 predominantly for contractual services to implement new probation software made necessary by a system change by the Clerk of Courts Office.

2002 and 2003 KEY ACTION STEPS**Program Goals 1 & 2**

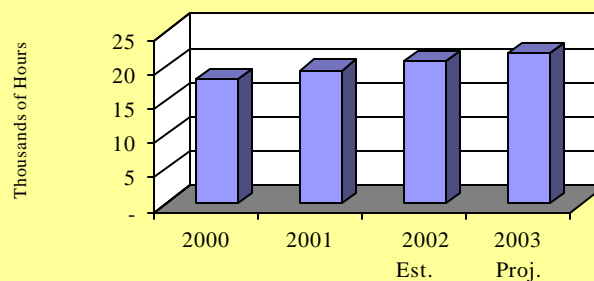
- ❖ Develop and implement Group Intake process for new Probationers to improve their ability to successfully complete probation.
- ❖ Implement Courtview 2000 Probation Case Management Software in coordination with the Clerk of the Court.
- ❖ Partnership with the University of Central Florida Criminal Justice Internship Program.

Program Goal 3

- ❖ Consolidate Probation office space with other Community Services Divisions to increase overall Department efficiency.

DID YOU KNOW?

Indigent defendants may perform community service work in lieu of payment of a fine. Fines and court costs are converted at the rate of \$10.00 per hour.

**NUMBER OF COMMUNITY SERVICE HOURS
SERVED BY PROBATION CLIENTS**

**COMMUNITY DEVELOPMENT BLOCK GRANT**

Description: The Community Development Block Grant (CDBG) Division is charged with administration of the County's Community Development Block Grant. These funds are received as a yearly entitlement from the federal government, and are intended to improve the quality of life of the County's low and moderate income citizens.

Performance Indicators:	Actual 2000	Estimated 2001	Target 2002	Target 2003
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FOCUS AREA III: Nourish Communities**FOCUS AREA IV: Increase Citizen Confidence**

Program Goal 1: To utilize CDBG funds to leverage partnerships with other County agencies that will address infrastructure deficiencies in the County's low and moderate income neighborhoods. **[FOCUS III (B)]**

Objective: To pave roadways that have become health and safety hazards.

Measures:

Percent decrease in unpaved roadway miles	New	New	1%	2%
Percent eligible applicants assisted with paving assessments	New	100%	100%	100%

Program Goal 2: To utilize CDBG funds to leverage partnerships that will assist the County's Urban County partners to address infrastructure and public facility deficiencies so as to benefit their low and moderate income residents. **[FOCUS III (B)]**

Objective: To improve Tavares' Ingraham Park neighborhood and to make Montverde's public buildings fully ADA-accessible.

Measures:

Percent increase in daily users of Ingraham Center	New	0%	100%	50%
Percent increase in ADA-compliant restrooms and entrances	New	300%	167%	160%

Program Goal 3: To utilize CDBG funds to leverage partnerships that will address public service delivery gaps. **[FOCUS III (A), (B)]**

Objective: To enable low income, medically indigent persons to purchase prescription medications, and homebound seniors to access services.

Measures:

Months per year prescription assistance is available	3.0	5.5	9.0	9.0
Weekends per year meals are delivered to homebound seniors	New	39.0	52.0	52.0
Days per week seniors are transported to congregate meal sites	3.0	3.0	4.0	4.0

Program Goal 4: To implement the CDBG program in compliance with federal regulations. **[FOCUS IV (B)]**

Objective: To ensure that all public participation, timeliness and recordkeeping requirements are met.

Measures:

Public hearings held	2	4	4	4
Timely submittals of yearly Action Plans & Reports	New	10	10	10
Changes to Action Plans & reports requested by HUD	0	0	0	0
HUD monitoring findings and/or concerns	New	0	0	0

**COMMUNITY DEVELOPMENT BLOCK GRANT DIVISION**

EXPENDITURES	Actual FY 2000	Amended Budget FY 2001	Adopted Budget FY 2002	% Change Over FY 2001	Approved Budget FY 2003
Personal Services	\$ 28,295	\$ 93,451	\$ 104,743	12%	\$ 111,003
Operating Expenses	3,560	26,718	48,060	80%	51,873
Capital Outlay	2,351	432,175	515,861	19%	423,300
Grants and Aids	-	194,625	359,728	85%	232,000
Other (including transfers & reserves)	7,695	189,548	152,083	(20%)	150,824
Total Expenditures	<u>\$ 41,901</u>	<u>\$ 936,517</u>	<u>\$ 1,180,475</u>	26%	<u>\$ 969,000</u>
<i>Authorized Full-Time Positions</i>	2	2	2		2

Significant expenditures and staffing changes. The Community Development Block Grant entitlement for Lake County increased from \$929,000 to \$969,000 from Fiscal Year 2001 to Fiscal Year 2002. Amounts budgeted over the amount of the entitlement represent carryforwards of unspent funds.

Budget issues include insufficient funds to address identified needs; need to maintain expenditure timeliness to grant specifications; need to maintain compliance with other applicable federal regulations for the grants.

2002 and 2003 KEY ACTION STEPS**Program Goals 1 & 2**

- ❖ Begin paving 13+ miles of local roads in Lake Kathryn area.
- ❖ Partner with and pass funds through to other agencies (Lake County Public Works, Facilities Management, and Health Department; Mid-Florida Community Services and the City of Tavares), who will implement the projects.
- ❖ Share the County's entitlement with the City of Tavares to rehabilitate and expand the Ingraham Center.
- ❖ Share the County's entitlement with the Town of Montverde to rehabilitate its Town Hall restrooms to ADA standards

Program Goal 3

- ❖ Pay paving assessments on behalf of low income households. (\$57,277 budgeted for Fiscal Year 2002)
- ❖ Provide weekend meal delivery and transportation for homebound senior citizens. (\$20,000 budgeted FY 2002)
- ❖ Provide prescription medications for low income citizens. (\$100,000 CDBG funds budgeted FY 2002)

DID YOU KNOW?

Fiscal Year 2002 is only the Division's second year and over \$1,898,000 in CDBG entitlements have been brought in to benefit Lake County.

**COMMUNITY SERVICES ADMINISTRATION DIVISION**

EXPENDITURES	Actual FY 2000	Amended Budget FY 2001	Adopted Budget FY 2002	% Change Over FY 2001	Approved Budget FY 2003
Personal Services	\$ 336,943	\$ 313,728	\$ 226,361	(28%)	\$ 237,679
Operating Expenses	2,535,670	2,859,104	3,076,586	8%	3,087,249
Capital Outlay	1,318	2,809	2,000	(29%)	1,275
Grants and Aids	324,479	408,947	715,000	75%	691,900
Total Expenditures	<u>\$ 3,198,410</u>	<u>\$ 3,584,588</u>	<u>\$ 4,019,947</u>	12%	<u>\$ 4,018,103</u>
<i>Authorized Full-Time Positions</i>	<i>6.5</i>	<i>4</i>	<i>4</i>		<i>4</i>

Significant expenditures and staffing changes. A Departmental reorganization during Fiscal Year 2001 absorbed the Human Services Division into this division, the Citizens' Commission for Children Division and the newly created Housing and Community Development Division. Of the 3.5 personnel in Human Services, one was transferred to the Citizens' Commission for Children and the remainder to Housing and Community Development. The Human Services Administration, Lifestream, Public Health, Medical Examiner and Health Services Sections histories are included

Operating Expenses increased by approximately \$217,000 due predominantly to an additional two days of Medicaid hospital expenses, estimated at \$111,000, that the State mandated must be paid for by the counties; and \$100,000 rebudgeted for Indigent Hospital Services for a burn case still pending.

Grants and Aids expenditures increased by approximately \$300,000 due to an additional \$285,580 for Lifestream Behavioral Center and an additional \$13,000 for Social Services matched by Choose Life License Plates revenues.

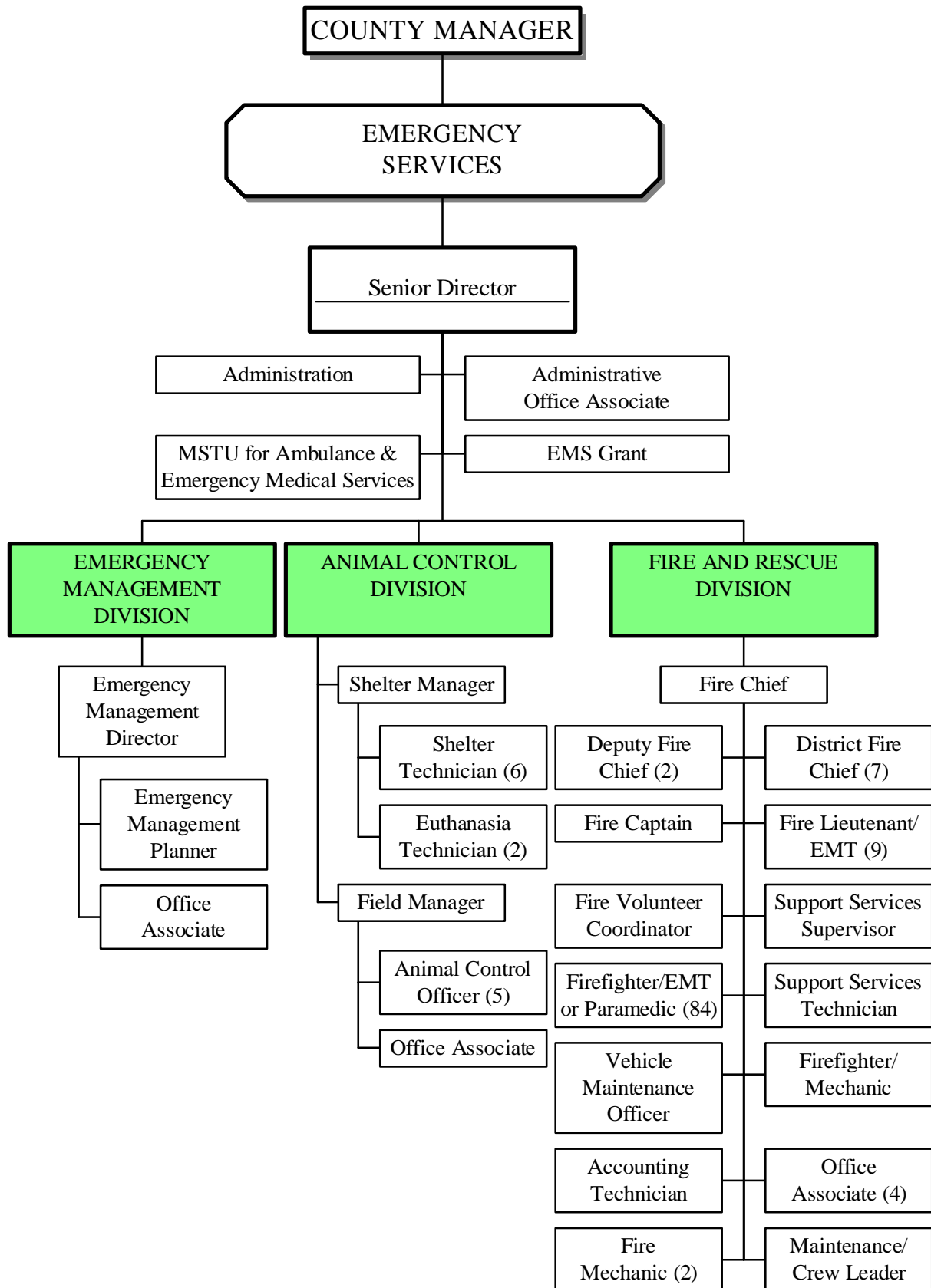
2002 and 2003 KEY ACTION STEPS**Focus Area IV: Increase Citizen Confidence**

- ❖ Successfully manage the Solid Waste/Fire Assessment Waiver Program for low-income homeowners.
- ❖ Implement more thorough contract/grant management process for all contracts/grants that are funded by the Board of County Commissioners to ensure compliance and accomplishment of program objectives.
- ❖ Participate in and assist in the development/formation of an appropriate strategic response to economic and human service needs that will come as a result of the September 11, 2001 attack on the United States.

MESSAGE FROM THE DIRECTOR:**"Assist, Collaborate and Serve with Excellence"**

The Mission Statement of the Department of Community Services establishes the basic approach all staff must have. Our role in the community will undergo a radical change because of the attacks launched against our Country and the resulting economic impact on all citizens. These will be trying times for all Americans and we must be prepared to meet this challenge by providing needed services.

Emergency Services Organization Chart





Emergency Services



Sanford A. Minkoff
Interim Senior Director

352-343-9469
sminkoff@co.lake.fl.us

138 full-time employees



Karen B. Jones
Emergency Management
Director

315-8300
kjones@co.lake.fl.us

3 full-time employees



Frederick Terry Seawell
Fire Chief

343-9458
tseawell@co.lake.fl.us

117 full-time employees



Marjorie Boyd
Animal Shelter Manager

343-9688

9 full-time employees



Rene' Segraves
Animal Control
Field Manager

343-9688

7 full-time employees



DEPARTMENT OF EMERGENCY SERVICES

MISSION

To provide daily protection of the property and lives of Lake County's citizens through emergency preparedness and provision of emergency services through dedication, teamwork, and professionalism.

BENCHMARK

Provide Lake County with improved emergency services, in the most cost effective and efficient manner, reducing the response times to the urban areas to 6 minutes or less and to rural areas to 12 minutes or less over the next two years.

SERVICES

The Divisions within the Department are: Emergency Management, Fire and Rescue, and Animal Control. The *Emergency Management Division* plans for, coordinates response to, and provides for the safety and well-being of residents of Lake County in the event of a natural or technical emergency, disaster, or civil disorder. The responsibility of the *Fire and Rescue Division* is to respond to emergencies throughout the County for fire, rescue, and first responder medical assistance. The primary role of the *Animal Control Division* is to operate the animal shelter and adoption program. Additional duties include providing educational programs, investigating animal nuisances, and providing assistance to other state agencies and municipalities.

FISCAL YEARS 2000 AND 2001 RESULTS AND OUTCOMES

The following is an executive summary of the results of departmental major initiatives, service efforts, and accomplishments which directly tie to the Board of County Commissioners' Focus Areas and Goals for those fiscal years.

During FY 2001, the Emergency Management Division, in cooperation with the State Division of Emergency Management and the American Red Cross, worked to increase the risk shelter to over 24,000 spaces to provide assistance during emergencies. In addition, this Division completed a two-phase relocation and construction plan for the Emergency Management Administrative offices. This relocation established a secure area in which to coordinate the movement of individuals with special needs during emergencies. A third key accomplishment of this Division was the development of a Terrorism Annex, in accordance with state and federal plans, to address the roles and responsibilities of all appropriate agencies in the event of a terrorist incident. After a

tabletop exercise was conducted to test the Annex, the final Annex was incorporated into the Comprehensive Emergency Management Plan.

The Fire and Rescue Division enhanced their services to citizens in 2001 with the addition of Advanced Life Support (ALS) service. Three stations throughout the County are now able to provide this medical service. In addition, 17 of the County's firefighters successfully completed intensive medical training and are now assigned to the positions of Firefighter Paramedics. This position entails providing cardiac monitoring, administering medication, and establishing IVs. Additionally, the Division opened two new Fire Rescue stations during FY 2001.

The Animal Control Division continued its emphasis on educating citizens by providing numerous instructional programs throughout FY 2000 and FY 2001. Nine presentations and one television program were used in FY 2001 alone. The Division also increased its capability to respond to livestock complaints with the addition of a second livestock trailer. The construction of a six-stall holding pen was also completed, allowing for an increased large animal holding capacity. The Division also increased its use of technology to accomplish their major goals. To encourage adoption, the Division added a section on the County's website, www.lakegovernment.com. The section entitled "Internet Pets" features information about adoptable animals, including their age, breed, and cost. For all of their efforts, the Division was awarded the "Outstanding Agency of the Year" award by the Florida Animal Control Association.

FY 2002 AND 2003 DEPARTMENT OBJECTIVES

The following is a summary of departmental objectives which tie directly to the FOCUS AREAS of the Board of County Commissioners and are funded within the department's balanced budget.

Focus III: Nourish Communities

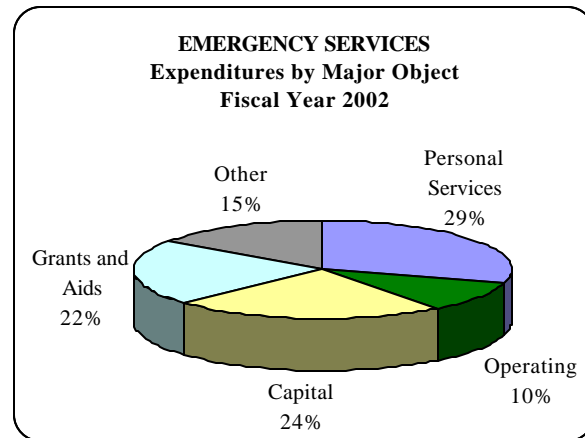
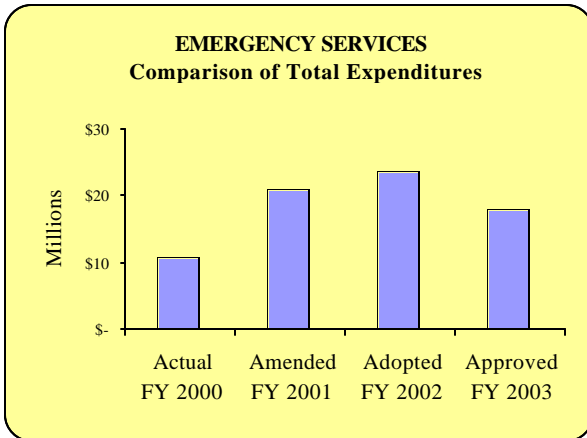
- Implement the five-year strategic plan for fire and rescue services. Readdress the strategic plan every six months for continued improvements and adjustments to the goals and objectives.
- Implement countywide first response agreements with municipalities and surrounding counties.

Focus IV: Increase Citizen Confidence

- Improve post-disaster response and develop effective strategies for long-term recovery.
- Develop and implement dispatch services for animal control to facilitate efficient field operations.



FINANCIAL HIGHLIGHTS



Significant changes. The General Fund funding for the budget increased by \$25,132 (2.3%) in FY 2002 and decreased by \$26,256 (2.3%) in FY 2003. Budget changes include: the addition of electrical lights to the parking lot at the Animal Shelter to ensure the safety of citizens and shelter employees, the purchase of new uniforms for Animal Control Officers, the replacement of cat and dog traps, and the purchase of a defibrillator and monitors to assist in pre-hospital emergency medical services.

The operating budget of the County Fire Control Fund increased by \$1,671,202 (13.1%) in FY 2002 primarily due to the carryforward of funds for the construction of the Summer Bay and Astor Fire Stations and the purchase of additional capital items, such as pumpers, ladder trucks, and computers.

The budget of the Fire Services Impact Fee Fund increased by \$644,131 (59.6%) in FY 2002, which is attributable to \$525,000 that was carried forward from the prior year for the purchase of a pumper, tanker replacement, and radio communications upgrade.

Expenditures by Major Object	Actual FY 2000	Amended FY 2001	Adopted FY 2002	Approved FY 2003
Personal Services	\$ 5,396,758	\$ 6,191,736	\$ 7,024,509	\$ 7,379,942
Operating Expenses	2,008,117	2,251,195	2,359,045	2,333,788
Capital Outlay	2,520,290	4,988,403	5,639,487	1,090,311
Grants and Aids	140,205	4,169,131	5,161,492	5,517,546
Other (including transfers & reserves)	710,007	3,525,998	3,659,390	1,651,214
Total Expenditures	\$ 10,775,377	\$ 21,126,463	\$ 23,843,923	\$ 17,972,801

Staffing by Division	Actual FY 2000	Amended FY 2001	Adopted FY 2002	Approved FY 2003
Administration	0.5	0.5	0.5	0.5
Fire and Rescue	94.75	102.75	118.25	118.25
Ambulance Fund	0.5	-	-	-
Animal Control - Field Operations	6.5	6.5	6.5	6.5
Animal Control - Shelter Operations	9.5	9.5	9.5	9.5
Emergency Management Trust Fund Grant	-	1	1.35	1.35
Emergency Management Operations	2.25	2.25	1.4	1.4
Total Full-Time Positions	114	122.5	137.5	137.5



DEPARTMENT OF EMERGENCY SERVICES

EXPENDITURES BY PROGRAM	Actual FY 2000	Amended Budget FY 2001	Adopted Budget FY 2002	% Change Over FY 2001	Approved Budget FY 2003
General Fund					
Emergency Management	\$ 119,104	\$ 155,440	\$ 89,269	(42.6%)	\$ 93,729
Hazardous Analysis	2,434	21,033	23,467	11.6%	7,822
Emergency Mgmt. Trust Fund Grant	102,996	107,181	130,118	21.4%	130,118
Emergency Services Administration	50,911	50,312	48,954	(2.7%)	51,103
EMS Grant	50,000	62,159	89,882	44.6%	50,000
Animal Control Field Operations	321,135	303,599	335,637	10.6%	338,470
Animal Control Shelter Operations	370,232	414,935	422,464	1.8%	442,293
Total General Fund	1,016,812	1,114,659	1,139,791		1,113,535
% Change			2.3%		(2.3%)
Lake County Ambulance Fund	896,244	6,136,457	6,506,152	6.0%	6,198,907
County Fire and Rescue Fund	7,891,703	12,734,467	14,405,669	13.1%	9,965,604
Fire Services Impact Fee Trust Fund	970,618	1,080,635	1,724,766	59.6%	622,910
Animal Shelter Trust Fund	-	60,245	67,545	12.1%	71,845
Total Expenditures	\$ 10,775,377	\$ 21,126,463	\$ 23,843,923	12.9%	\$ 17,972,801

REVENUES BY SOURCE	Actual FY 2000	Amended Budget FY 2001	Adopted Budget FY 2002	% Change Over FY 2001	Approved Budget FY 2003
General Fund:					
EMS Grant	\$ 51,432	\$ 52,162	\$ 50,000	(4.1%)	\$ 50,000
State and Local Assistance	27,192	27,192	-	(100.%)	-
Emerg. Response - Terrorism Annex	-	30,000	-	(100.%)	-
Hazardous Mat. Analysis Contract	23,466	7,823	23,467	200.0%	7,822
Emergency Mgmt. Trust Fund Grant	103,052	107,181	130,118	21.4%	130,118
Animal Control - Shelter Operations	72,016	86,125	82,400	(4.3%)	86,000
General Fund Funding	739,654	804,176	853,806		839,595
% Change			6.17%		(1.66%)
Lake County Ambulance Fund	1,701,022	6,136,457	6,506,152	6.0%	6,198,907
County Fire Control Fund	8,221,248	12,734,467	14,405,669	13.1%	9,965,604
Fire Services Impact Fee Fund	482,084	1,080,635	1,724,766	59.6%	622,910
Animal Shelter Trust Fund	12,116	60,245	67,545	12.1%	71,845
Total Revenues	\$ 11,433,282	\$ 21,126,463	\$ 23,843,923	12.9%	\$ 17,972,801

**EMERGENCY MANAGEMENT DIVISION**

Description: Through planning, public education, and utilization of proven emergency preparedness programs, the Division prepares and provides for the health, welfare, and safety of the citizens of and visitors to Lake County from the effects of natural, technological, and man-made disasters.

Performance Indicators:	Actual 2000	Estimated 2001	Target 2002	Target 2003
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FOCUS AREA IV: Increase Citizen Confidence

Program Goal 1: To increase the number of persons being trained in emergency operation coordination for preparedness, response, and mitigation of events. **[FOCUS IV (C)]**

Objective 1(a): To increase the number of agencies sending people to attend and complete training opportunities by at least 10% per year.

Measures:

Number of agencies being offered training	New	52	52	52
Number of agencies represented at training opportunities	New	25	30	35
% of agencies participating in training opportunities	New	48%	57%	67%

Objective 1(b): To increase the number of training opportunities offered by 20% per year.

Measures:

Number of regional classes offered	New	8	12	15
% increase in training opportunities offered	New	25%	33%	20%

Program Goal 2: To increase the number of meetings conducted with municipalities to educate and inform local officials about emergency management programs, goals, and objectives. **[FOCUS IV (C)]**

Objective: To increase the number of meetings conducted by at least 10% per year.

Measures:

Total number of municipalities	New	15	15	15
Total number of meetings	New	15	17	20
% increase in meetings	New	New	12%	25%

Program Goal 3: To provide coordination for increasing numbers of agencies, organizations, municipalities, and departments. **[FOCUS IV (C)]**

Objective 3(a): To accurately document those agencies needing coordination assistance during emergencies.

Measures:

Number of agencies, organizations, municipalities, and departments needing assistance	New	52	60	65
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Objective 3(b): To increase staff to be able to properly and consistently provide coordination by at least 25% per year.

Measures:

Staffing needed based on projected need	New	4	5	6
% of staff increase	New	New	25%	33%

**EMERGENCY MANAGEMENT DIVISION**

EXPENDITURES	Actual FY 2000	Amended Budget FY 2001	Adopted Budget FY 2002	% Change Over FY 2001	Approved Budget FY 2003
Personal Services	\$ 117,608	\$ 134,322	\$ 137,386	2%	\$ 144,254
Operating Expenses	91,660	124,358	92,377	(26%)	81,639
Capital Outlay	15,266	24,974	13,091	(48%)	5,776
Total Expenditures	<u>\$ 224,534</u>	<u>\$ 283,654</u>	<u>\$ 242,854</u>	<u>(14%)</u>	<u>\$ 231,669</u>
<i>Authorized Full-Time Positions</i>	<i>2.25</i>	<i>3.25</i>	<i>2.75</i>		<i>2.75</i>

Significant expenditures and staffing changes. The 26% decrease in Operating Expenses in FY 2002 is due to large expenditures made during FY 2001 in relation to the development of the Terrorism Annex. Specifically, \$18,000 in professional services was budgeted for FY 2001 in connection with the hiring of a consulting firm to help develop the Annex. An additional \$12,000 was budgeted for operating supplies necessary to copy and distribute the plan to municipalities and to perform a tabletop exercise of the Annex. As these are "one-time only" expenditures, the FY 2002 budget reflects a \$31,000 decrease. The budget for FY 2003 represents a \$10,738 (11.6%) decrease, attributable to general cost-savings in the purchase and use of office and operating supplies.

The budget for Capital Outlay shows a 48% decrease in FY 2002 and a 56% decrease in FY 2003. The decrease in the FY 2002 budget is because of the purchase of several capital items that were made in FY 2001, such as a utility trailer, digital camera, and a laptop computer. The decrease in the FY 2003 budget is due to the purchase of a Decon Shelter Kit in FY 2002 that will not be made in FY 2003.

2002 and 2003 KEY ACTION STEPS**Program Goal 1**

- ❖ Offer at least eight regional training classes, through private and governmental courses, on bio-terrorism and hazardous materials.

Program Goal 2

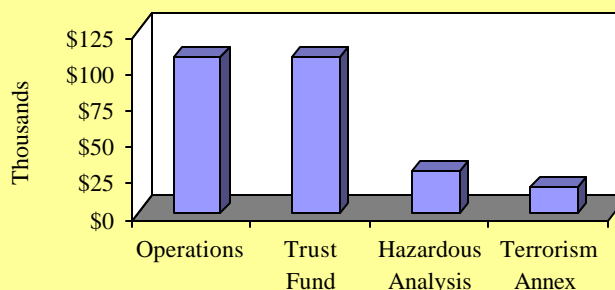
- ❖ Conduct a meeting with all 15 municipalities to educate and inform local citizens about emergency management programs.

Program Goal 3

- ❖ Revise the Lake County Comprehensive Emergency Management Plan by September 2002 for the next 4-year cycle
- ❖ Establish and coordinate the Lake County Terrorism Taskforce to handle all terrorism issues by November 2001.
- ❖ Revise the Emergency Management Standard Operating Procedures to include those dealing with terrorism and weapons of mass destruction (WMD) by September 2002.

DID YOU KNOW?

Lake County has 400 persons with special needs and 200 critical facilities that are registered with Emergency Management which require coordination during emergencies.

**EMERGENCY MANAGEMENT RELATED
EXPENDITURES INCURRED DURING FY 2001**

**FIRE AND RESCUE DIVISION**

Description: The Fire and Rescue Division strives to protect the lives, property, and environment of the citizens and visitors of Lake County by providing fire prevention, public education, fire suppression, emergency medical services, and mitigation of the effects of natural and man-made disasters at a level of service consistent with the resources and funding available through the Lake County Board of County Commissioners.

Performance Indicators:	Actual 2000	Estimated 2001	Target 2002	Target 2003
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FOCUS AREA IV: Increase Citizen Confidence

Program Goal 1: To create a proactive program that will interact with youths to instill honor and integrity, and to break down the barriers causing low diversity within the department by generating career interest in youth groups with diverse membership. **[FOCUS IV (C)]**

Objective 1(a): Establish an Explorer Program and increase the number of satellite groups throughout the County by one per year, and increase members by at least 2 members per group, per year.

Measures:

Number of Explorer Groups established	New	1	2	3
Number of members at beginning of year	New	8	18	30
Number of members added during the year	New	2	4	7
Number of total members	New	10	22	37

Objective 1(b): To interact with school age children to establish a relationship between students and the Fire Department by conducting six additional classroom presentations each year with an average of 25 students per class.

Measures:

Total number of classroom presentations	New	6	12	18
Increase in number of classroom presentations	New	6	6	6
Total number of students attending presentations	New	150	300	450
Average number of students per class	New	25	25	25

Program Goal 2: To increase the Lake County Fire Rescue Volunteer roster by 50 members per year by increasing visibility and awareness of Fire and Rescue Volunteer Program. **[FOCUS IV (C)]**

Objective: To increase active participation in public events, such as parades, fairs, clubs, civic organizations, etc., by three additional public events per year and handing out at least ten volunteer applications at each additional event.

Measures:

Number of stations	New	25	26	27
Number of public events per year	New	75	78	81
Number of applications handed out per event	New	750	780	810
Number of volunteer personnel	100	150	200	250
Increase in the number of volunteer personnel	New	50	50	50

Program Goal 3: To respond to all emergencies within acceptable time frames. **[FOCUS IV (B)]**

Objective: To decrease emergency management response time in the County's urban areas to 6 minutes and in rural areas to 12 minutes by Fiscal Year 2003.

Measures:

Number of emergency calls	12,425	13,633	14,966	16,462
Urban response time (in minutes)	8	6	6	6
Rural response time (in minutes)	17	17	16	12

**FIRE AND RESCUE DIVISION**

EXPENDITURES	Actual FY 2000	Amended Budget FY 2001	Adopted Budget FY 2002	% Change Over FY 2001	Approved Budget FY 2003
Personal Services	\$ 4,718,448	\$ 5,500,760	\$ 6,316,203	15%	\$ 6,636,220
Operating Expenses	1,219,075	1,959,680	2,070,508	6%	2,055,411
Capital Outlay	2,341,227	4,852,735	5,493,039	13%	995,375
Grants and Aids	-	9,743	-	(100%)	-
Other Uses	583,571	1,492,184	2,250,685	51%	901,508
Total Expenditures	<u>\$ 8,862,321</u>	<u>\$ 13,815,102</u>	<u>\$ 16,130,435</u>	17%	<u>\$ 10,588,514</u>
<i>Authorized Full-Time Positions</i>	94.75	102.75	118.25		118.25

Significant expenditures and staffing changes. The increase in the FY 2002 budget for Personal Services is attributable to the addition of 15 firefighter/EMT positions as well as the hiring of a firefighter/mechanic in conjunction with the opening of two 24-hour manned fire stations. The budget for Capital Outlay shows an increase of 13% in

FY 2002, which is caused by the carryforward of funds for the construction of the Summer Bay Fire Station, and the purchase of various capital equipment, such as pumpers and tanker replacements. The FY 2003 budget for Capital Outlay reflects smaller capital purchases, such as the purchase of a tanker, brush truck, and a pumper.

2002 and 2003 KEY ACTION STEPS**Program Goal 1**

- ❖ Add at least one new satellite group of the Explorers Program within the County by August 2002.
- ❖ Conduct 12 classroom presentations throughout the fiscal year to school-age children to establish a relationship between students and the Fire Department.

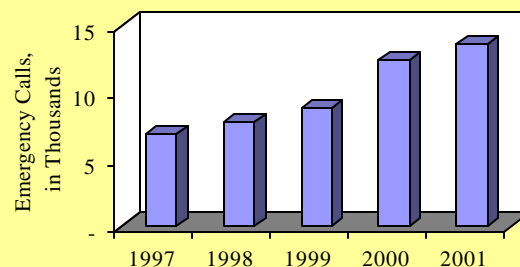
Program Goal 4

- ❖ Complete construction on the South Lake and Astor fire stations by June 2002.
- ❖ Purchase land for Minneola fire station by September 2002.
- ❖ Complete the upgrade of the radio communication system by April 2002.
- ❖ Compile information regarding population density, water sources, response times, etc. to give to the Insurance Services Organization, for their review and recommendations by September 2002.
- ❖ Purchase additional aerial apparatus to concur with the building of the Astor fire station by June 2002.

DID YOU KNOW?

Lake County Fire Rescue offers public safety education seminars and classes, free of charge to citizens. For more information or to request a seminar or class, please call (352) 343-9458.

**NUMBER OF EMERGENCY CALLS
PER YEAR**



**ANIMAL CONTROL DIVISION**

Description: The Animal Control Division provides for public safety and animal welfare, enforces Florida Statutes and local ordinances, provides professional services to the public, and promotes responsible livestock ownership.

Performance Indicators:	Actual 2000	Estimated 2001	Target 2002	Target 2003
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FOCUS AREA III: Nourish Communities

Program Goal 1: To provide pet adoptions and reduce the number of animals destroyed. **[FOCUS III (C)]**

Objective: To increase pet adoptions by 1% per year.

Measures:

Number of dogs and cats impounded	9,088	9,200	9,276	9,360
Number of adoptions	927	898	1,012	1,216
% adopted	10%	11%	12%	13%

Program Goal 2: To provide educational and awareness programs to promote responsible pet ownership.
[FOCUS III (C)]

Objective: To increase presentations with the education team of "Hairy, Charlotte, and Tula" by 12% over the previous year.

Measures:

Number of presentations	15	23	26	29
% increase over previous year	50%	50%	12%	12%

Program Goal 3: To provide better service to the public by providing a Night Shift Officer. **[FOCUS III (C)]**

Objective: To better serve the public between the hours of 3:00 p.m. and 11:30 p.m. for routine complaints and emergencies, and to reduce overtime expenditures.

Measures:

Number of work orders	1,169	1,180	1,192	1,204
Number of emergency work orders	419	424	429	434
Number of routine work orders	750	756	763	770

**ANIMAL CONTROL DIVISION**

EXPENDITURES	Actual FY 2000	Amended Budget FY 2001	Adopted Budget FY 2002	% Change Over FY 2001	Approved Budget FY 2003
Personal Services	\$ 489,534	\$ 520,350	\$ 532,652	2%	\$ 559,286
Operating Expenses	137,806	153,149	185,474	21%	185,817
Capital Outlay	64,027	48,535	43,475	(10%)	39,160
Other Uses	-	56,745	64,045	13%	68,345
Total Expenditures	<u>\$ 691,367</u>	<u>\$ 778,779</u>	<u>\$ 825,646</u>	<u>6%</u>	<u>\$ 852,608</u>

<i>Authorized Full-Time Positions</i>	16	16	16	16
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Significant expenditures and staffing changes. The FY 2002 budget for Operating Expenses increased by 21% due to the purchase of additional operating supplies, such as new uniforms, dog and cat traps, and cat barriers. Additional \$3,250 is budgeted for Animal Control Officers to attend recertification training classes. The operating budget also includes \$8,500 in additional maintenance for a livestock trailer and an animal control vehicle.

The decrease in Capital Outlay for FY 2002 is attributable to the fact that the FY 2001 budget included funds for the purchase of a new truck. During FY 2002, the budget for Capital Outlay includes replacing the kennel cages and purchasing night drop cages. The slight increase in Capital Outlay for FY 2003 is due to the budgeted purchase and installation of electrical lights for the parking lot at the Animal Shelter. This purchase is estimated to cost approximately \$4,000.

2002 and 2003 KEY ACTION STEPS**Program Goals 1 & 2**

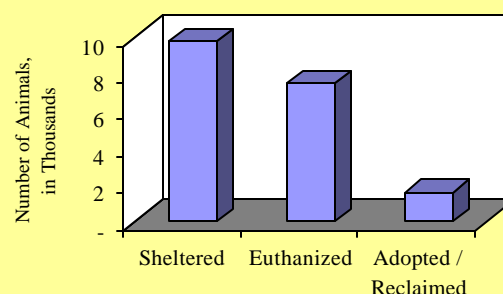
- ❖ Provide at least 26 educational presentations of "Hairy the Educational Officer," "Charlotte the Cow," and "Tula the Goat" at area schools, safety fairs, and to homeowners.
- ❖ Provide sterilization at a low cost to citizens through the contractual services of an on-site veterinarian to encourage adoptions.
- ❖ Implement the "First Offenders" program whereby warning notices about dog-barking complaints will be mailed to owners who are first offenders, to reduce the costs of site visits.

Program Goal 3

- ❖ Employ one officer to be "on-call" nightly from the hours of 3:00 p.m. to 11:30 p.m. to handle routine complaints and emergencies.

DID YOU KNOW?

Animal Control has three educational programs that are presented at area schools. "Hairy the Educational Officer," "Charlotte the Cow," and "Tula the Goat" assist with these presentations.

**DOMESTIC ANIMAL SERVICES
FY 2001**

**EMERGENCY SERVICES ADMINISTRATION****EXPENDITURES**

	Actual FY 2000	Amended Budget FY 2001	Adopted Budget FY 2002	% Change Over FY 2001	Approved Budget FY 2003
Personal Services	\$ 71,168	\$ 36,304	\$ 38,268	5%	\$ 40,182
Operating Expenses	559,576	14,008	10,686	(24%)	10,921
Capital Outlay	99,770	62,159	89,882	45%	50,000
Grants and Aids	140,205	4,159,388	5,161,492	24%	5,517,546
Other Uses	126,436	1,977,069	1,344,660	(32%)	681,361
Total Expenditures	\$ 997,155	\$ 6,248,928	\$ 6,644,988	6%	\$ 6,300,010
<i>Authorized Full-Time Positions</i>	<i>1</i>	<i>0.5</i>	<i>0.5</i>		<i>0.5</i>

Significant expenditures and staffing changes. The Grants and Aids portion of this budget is funded by ad valorem taxes for the Ambulance Fund. The adopted millage rate for FY 2002 is 0.5289 mills. The remainder of this Division is funded by a grant or through the General Fund.

The budget for Capital Outlay increased by 45% from FY 2001, attributable to capital that will be purchased from the Emergency Medical Services (EMS) grant. Each year, \$50,000 is received from this State grant to be used to expand pre-hospital emergency medical services. The budget for FY 2002 includes nearly \$40,000 of this grant that was carried forward from FY 2001 because the purchased equipment, such as a defibrillator and monitors, had not yet been received.

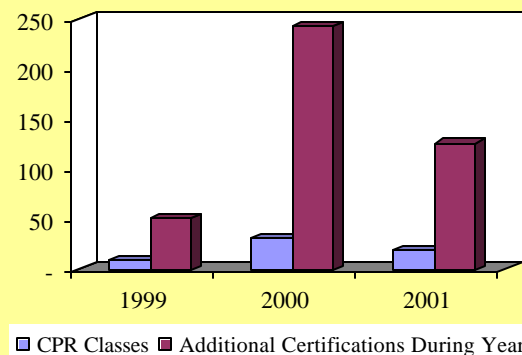
The 24% increase in Grants and Aids in the FY 2002 budget is related to funds paid for ambulance services within the County. Because these services are expected to increase by 7% during both FY 2002 and FY 2003, additional funds were budgeted for both years.

2002 and 2003 KEY ACTION STEPS

- ❖ Establish an interlocal agreement with the City of Eustis for the provision of first response fire and rescue services within the area by November 2002.
- ❖ Offer at least 15 CPR classes to increase the number of employees with CPR Certifications by September 2002.

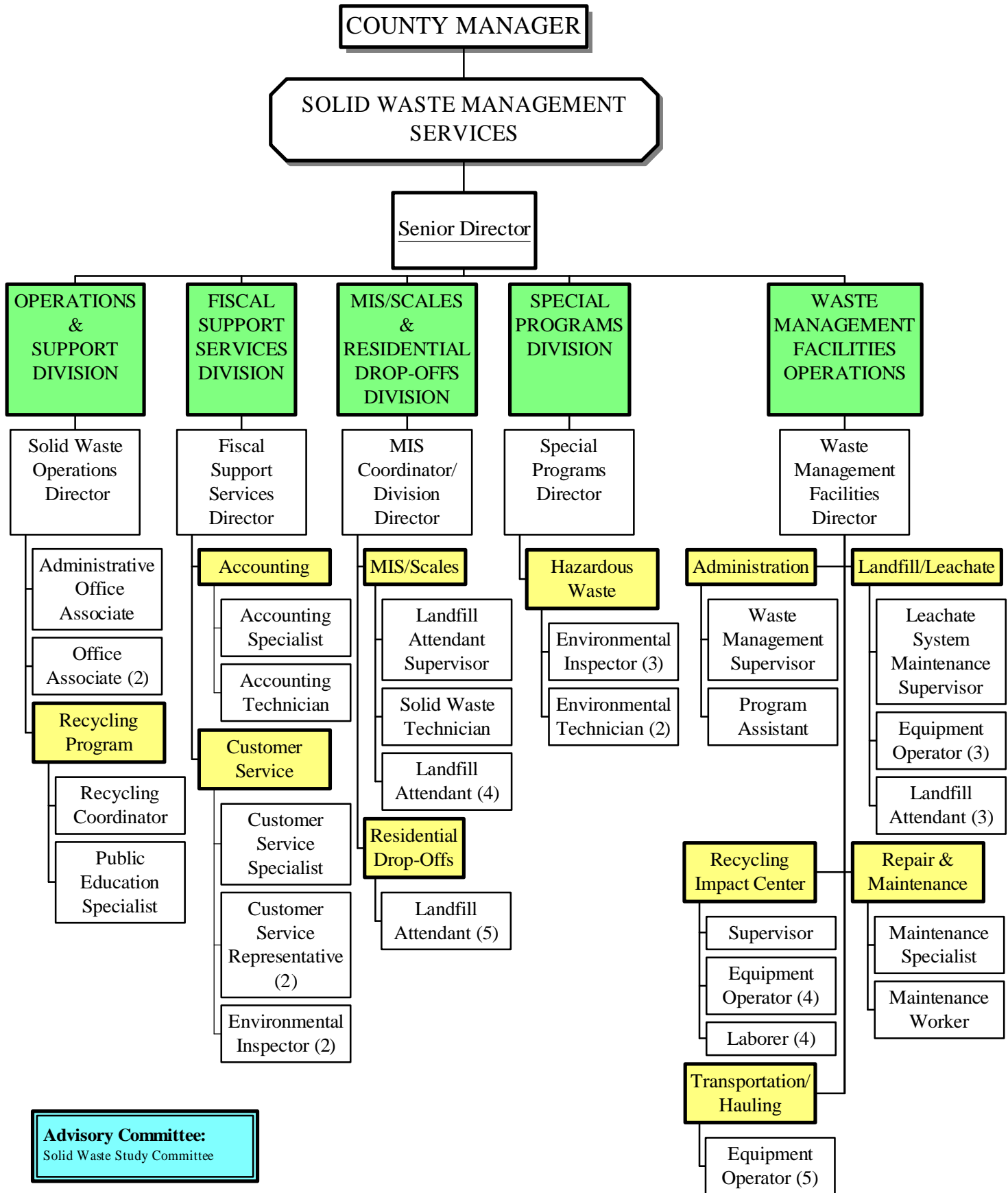
DID YOU KNOW?

Lake County collects Fire Impact fees which are specifically designated to fund the construction of new fire stations and the purchase of new equipment.

CPR CLASSES AND CERTIFICATIONS

Solid Waste Management Services

Organization Chart





Solid Waste Management Services



Billy W. Gilley
Senior Director

352-343-3776
bgilley@co.lake.fl.us

59 full-time employees



Kathleen Farner Thomas
Solid Waste Operations
Director

343-3776
kthomas@co.lake.fl.us

6 full-time employees



Jeffrey S. Cooper
Fiscal Support Services
Director

343-3776
jcooper@co.lake.fl.us

8 full-time employees



Charles K. Goen
MIS Coordinator/
Division Director

343-3776
cgoen@co.lake.fl.us

12 full-time employees



David R. Crowe
Special Programs Director

343-3776
dcrowe@co.lake.fl.us

6 full-time employees



Gary R. Debo
Waste Management
Facilities Director

343-3776
gdebo@co.lake.fl.us

26 full-time employees



**DEPARTMENT OF SOLID WASTE
MANAGEMENT SERVICES**

MISSION

To provide the highest quality of integrated waste management in an environmentally responsible manner through professional, courteous and efficient service.

BENCHMARK

To continue to surpass the state-mandated recycling rate of 30%. *Benchmark Partner:* State of Florida recycling rate.

SERVICES

The Divisions within the Department are: *Operations and Support*, which includes the Recycling Program as well as any state-funded grant; *Fiscal Support Services*, which includes Accounting and Customer Service; *Management Information Services (MIS)*, *Scales*, and *Residential Drop-Offs*; *Special Programs*, including the Hazardous Collection Program; and the *Waste Management Facilities Operations*, which includes Landfill/Leachate Operations, the Recycling IMPACT Center, Repair and Maintenance Operations, and Transportation/Hauling Services.

FISCAL YEARS 2000 AND 2001 RESULTS AND OUTCOMES

The following is an executive summary of the results of departmental major initiatives, service efforts, and accomplishments which directly tie to the Board of County Commissioners' Focus Areas and Goals for those fiscal years.

The Operations and Support Division was instrumental in Lake County's surpassing the state-mandated recycling rate by recycling 33% of all waste. A presentation on Universal Collection was made to the Commissioners, and a decision will be made in Fiscal Year 2002 on whether or not to go forward with the plan. The Division also developed an emergency plan for disaster response.

Some of the accomplishments of the Fiscal Support Services Division included streamlining paperwork for new solid waste services at Certificate of Occupancy for new dwellings; realigning Assessment Specialist duties, saving \$13,000; installing and implementing new assessment software, to provide better customer service

for recording, monitoring and certifying the roll preparation; and implemented improved budgetary and purchase order monitoring system.

The MIS, Scales and Drop-Offs Division provided enhanced personnel security and increased the level of maintenance and landscaping at all residential drop-off facilities. The Division provided assistance to nearly 73,000 customers visiting these residential drop-off sites.

The Waste Management Facilities Operations Division began processing yard waste into mulch at the landfill and residential drop-off centers. The new contract for hauling leachate resulted in a 16.7% decrease per gallon in the cost of leachate disposal. A Disaster Debris Management Contract was awarded for Lake County, and the Lady Lake landfill was certified by the Florida Department of Environmental Protection (FDEP) as eligible for closure. Stationary compactors for solid waste were installed at the County landfill and at the Lady Lake Drop-Off Center, resulting in a 20% increase in tonnage transported. Nine employees obtained State Certification for a variety of landfill operations.

FY 2002 AND 2003 DEPARTMENT OBJECTIVES

The following is a summary of departmental objectives which tie directly to the FOCUS AREAS of the Board of County Commissioners and are funded within the department's balanced budget.

Focus I: Sustainable Environment

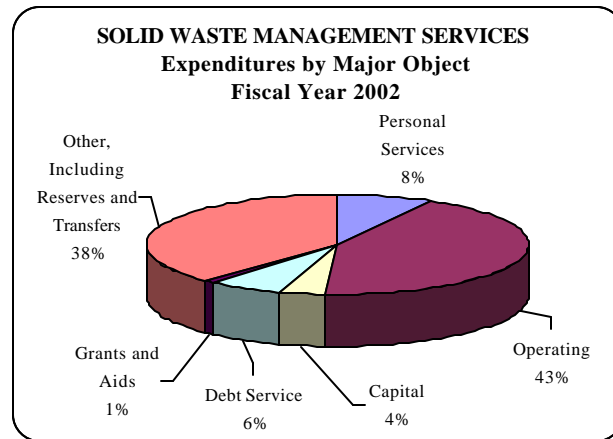
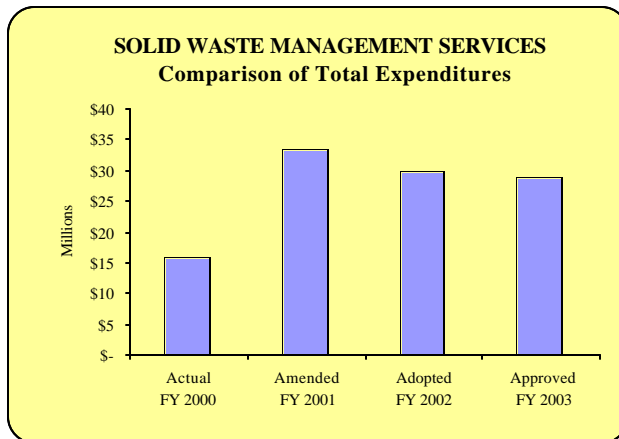
- Fully implement Universal Collection upon approval by the Board of County Commissioners by August 2002.
- Lobby legislature to restore recycling, tire and litter grants during 2002.
- Develop and implement a public awareness campaign on proper disposal of electronic products in 2002.
- Construct the Phase IIC Infill Landfill between the current Class I cell and the Ash Monofill Cell at the County Landfill site by 9/30/03.

Focus IV: Increase Citizen Confidence

- Implement upgraded scales software.
- Build and operate new recycling facility.
- Enhance Receivables program to increase collections of past due invoices for collection and disposal by June 2002.
- Install video monitoring system at the waste-to-energy facility by March 2002.



FINANCIAL HIGHLIGHTS



Significant changes. The Landfill Fund budget decreased \$2,617,274 (-10.94%) in FY 2002 and remains relatively flat in FY 2003. There are three main reasons for the FY 02 decrease: (1) State grants totaling more than \$200,000 were cut from the State budget and consequently affected the local level as well; (2) An increase in the pay-off of the line-of-credit (\$1,300,000) was part of the FY 01 budget that will not be repeated. This amount shows as a transfer out from the Landfill Enterprise Fund, and a transfer in to the Capital Projects Fund. In addition, reserves are expected to decline by approximately \$400,000 in each fiscal year due to the change in the fee structure and the rising costs of the incinerator.

The Capital Projects Fund shows a decrease in FY 02 because of the line-of-credit payment decrease discussed in the paragraph above. The budget for the Closures and Long-Term Care Fund includes approximately \$400,000 of capital expenses in each budget year to fulfill federal and state guidelines on the closure of the County's Astatula Phase IIB landfill site.

Expenditures by Major Object	Actual FY 2000	Amended FY 2001	Adopted FY 2002	Approved FY 2003
Personal Services	\$ 1,816,973	\$ 2,139,441	\$ 2,368,801	\$ 2,606,938
Operating Expenses	10,531,550	13,466,361	12,884,357	11,868,006
Capital Outlay	71,586	1,849,715	1,169,841	3,413,313
Debt Service	717,947	2,101,904	1,900,000	1,850,000
Grants and Aids	208,438	180,556	177,358	258,975
Other (including transfers & reserves)	2,496,133	13,788,773	11,287,097	9,318,665
Total Expenditures	\$ 15,842,627	\$ 33,526,750	\$ 29,787,454	\$ 29,315,897

Staffing by Division	Actual FY 2000	Amended FY 2001	Adopted FY 2002	Approved FY 2003
Operations and Support	5	5	5	5
Support Services	5	6	7.5	7.5
MIS Scales and Residential Drop-offs	12	12	12	12
Special Programs	16.5	19	17.5	17.5
Waste Management Facilities Operations	14	14	17	17
Total Full-Time Positions	52.5	56	59	59



Department Summary and Highlights

Fiscal Years 2002 and 2003 Department of Solid Waste Management Services

DEPARTMENT OF SOLID WASTE MANAGEMENT

DEPARTMENT BUDGET BY PROGRAM	Actual FY 2000	Amended Budget FY 2001	Adopted Budget FY 2002	% Change Over FY 2001	Approved Budget FY 2003
Landfill Enterprise Fund:					
Operations & Support	\$ 1,038,512	\$ 433,718	\$ 429,047	(1.1%)	\$ 432,414
Fiscal Support Services	234,272	355,482	400,610	12.7%	424,056
MIS/Scales	257,708	352,526	344,353	(2.3%)	337,442
Residential Drop-Offs	201,253	275,890	256,047	(7.2%)	274,145
Recycling Programs	328,311	514,006	353,215	(31.3%)	484,525
IMPACT Center	386,380	531,141	464,075	(12.6%)	516,485
Playground Resurfacing Grant	-	26,153	-	(100.0%)	-
Recycling Education Grant	100,941	56,526	100	(99.8%)	100
Litter Control/Prevention Grant	17,499	17,500	-	(100.0%)	-
Waste Tire Grant	107,608	103,905	100	(99.9%)	100
Electronics Waste Grant	-	-	67,450	100.0%	-
Special Programs	8,436,883	11,078,723	10,884,803	(1.8%)	10,437,449
WMFO Admin	1,006,784	572,624	354,817	(38.0%)	369,797
Landfill/Leachate	495,007	793,348	768,777	(3.1%)	1,356,974
Transportation/Hauling	296,052	507,441	407,665	(19.7%)	458,804
Repair & Maintenance	93,760	152,122	127,510	(16.2%)	127,536
Hazardous Collection Center	264,674	326,695	364,978	11.7%	437,742
Transfers Out	2,496,134	4,396,011	3,054,763	(30.5%)	3,354,019
Contingency & Reserves	-	3,409,118	3,007,345	(11.8%)	2,640,854
Total Landfill Fund	<u>15,761,778</u>	<u>23,902,929</u>	<u>21,285,655</u>	(10.9%)	<u>21,652,442</u>
Capital Projects Fund	9,263	3,219,777	2,494,155	(22.5%)	1,959,247
Closures/Long-Term Care Fund	71,586	4,193,004	3,795,373	(9.5%)	3,406,373
Long-Term Capital Projects Fund	-	2,211,040	2,212,271	0.1%	2,297,835
Total Expenditures	<u>\$ 15,842,627</u>	<u>\$ 33,526,750</u>	<u>\$ 29,787,454</u>	(11.2%)	<u>\$ 29,315,897</u>

REVENUES BY SOURCE	Actual FY 2000	Amended Budget FY 2001	Adopted Budget FY 2002	% Change Over FY 2001	Approved Budget FY 2003
Franchise Fees	\$ 238,990	\$ 237,941	\$ 250,000	5.1%	\$ 250,000
Intergovernmental Revenues	240,810	177,930	50,200	(71.8%)	200
Charges for Services	15,304,379	15,917,512	17,028,419	7.0%	18,226,461
Miscellaneous Revenues	1,096,459	300,486	346,000	15.1%	347,500
Beginning Fund Balances	-	7,269,060	3,611,036	(50.3%)	2,828,281
Total Landfill Fund	<u>16,880,638</u>	<u>23,902,929</u>	<u>21,285,655</u>	(10.9%)	<u>21,652,442</u>
Capital Projects Fund*	1,077,113	3,219,777	2,494,155	(22.5%)	1,959,247
Closures/Long-Term Care Fund*	464,560	4,193,004	3,795,373	(9.5%)	3,406,373
Long-Term Capital Projects Fund*	321,894	2,211,040	2,212,271	0.1%	2,297,835
Total Revenues	<u>\$ 18,744,205</u>	<u>\$ 33,526,750</u>	<u>\$ 29,787,454</u>	(11.2%)	<u>\$ 29,315,897</u>

*Except for interest earned, the funding source for these Funds is a transfer from the Landfill Fund.



OPERATIONS AND SUPPORT DIVISION

Description: The Division carries out the Department and County missions as well as the Focus areas of the Board of County Commissioners by providing leadership, coordination, strategic planning, and direction to all Divisions and programs within the Solid Waste Management Services Department.

The Division also monitors all grants received by state and federal sources, and implements the recycling program in the unincorporated area of the County. This Division's budget also includes non-departmental expenditures such as transfers and contingencies.

	Actual	Estimated	Target	Target
Performance Indicators:	2000	2001	2002	2003

FOCUS AREA I: Sustainable Environment

FOCUS AREA IV: Increase Citizen Confidence

Program Goal 1: To increase the retention rate of employees within the Department by providing departmental orientation programs, training opportunities, team decision-making opportunities, and the implementation of the Quality processes. **[FOCUS IV (C, D)]**

Objective 1(a): To increase the retention rate of employees from 60% to 72% by Fiscal Year 2003.

Measures:

Retention rate of employees	60%	65%	70%	72%
Number of training programs provided	201	250	260	270
Average training programs per employee	4	5	5	5
% of employees completing department orientation	100%	100%	100%	100%
% of employees demonstrating job satisfaction	85%	87%	91%	93%

Objective 1(b): To demonstrate more than 50% of staff participating in at least one team experience by FY 2003.

Measures:

Number of employees participating on at least one team	25	28	30	32
Total number of team memberships for Department staff	80	85	90	95
Total number of teams	25	30	32	34
% of team recommendations implemented	75%	80%	82%	85%

Program Goal 2: To surpass the State-mandated goal to recycle thirty percent (30%) of materials from the solid waste stream. **[FOCUS I (B)]**

Objective 2(a): To increase by at least five percent (5%) annually the amount of recyclable materials processed and marketed through the Recycling/IMPACT Center.

Measures:

Percentage of total solid waste stream recycled	32%	33%*	34%	35%
Tons of recyclables processed and marketed	10,808	11,889	13,672	15,723
Percentage increase in recyclable materials	27%	10%	15%	15%

*Estimated based on actual recycling rate for FY 2000.



OPERATIONS AND SUPPORT DIVISION

EXPENDITURES	Actual FY 2000	Amended Budget FY 2001	Adopted Budget FY 2002	% Change Over 2001 Amended	Approved Budget FY 2003
Personal Services	\$ 328,064	\$ 378,768	\$ 401,321	6%	\$ 432,829
Operating Expenses	347,684	1,061,305	745,822	(30%)	184,485
Capital Outlay	71,586	1,225,952	834,771	(32%)	2,530,513
Debt Service	717,947	2,101,904	1,900,000	(10%)	1,850,000
Grants and Aids	208,438	180,556	177,358	(2%)	258,975
Other Uses (Transfers & Reserves)	2,496,133	13,782,663	11,287,097	(18%)	9,318,665
Total Expenditures	<u>\$ 4,169,852</u>	<u>\$ 18,731,148</u>	<u>\$ 15,346,369</u>	<u>(18%)</u>	<u>\$ 14,575,467</u>

<i>Authorized Full-Time Positions</i>	5	5	5	5
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Significant expenditures and staffing changes. Operating Expenses decrease significantly in Fiscal Years 2002 and 2003 because of the loss of state-funded grants funding litter control, use of waste tires, playground resurfacing, and recycling education. Capital Outlay costs increase in FY 2003 to complete the building of a \$2.3 million additional landfill. Debt Service payments on the Line-of-Credit comply with the debt service schedule. Reserves are projected to decrease in Fiscal Years 02 and 03 by approximately \$400,000 each year, and the transfer to pay off the Line-of-Credit earlier than scheduled was eliminated in FY 02 and 03.

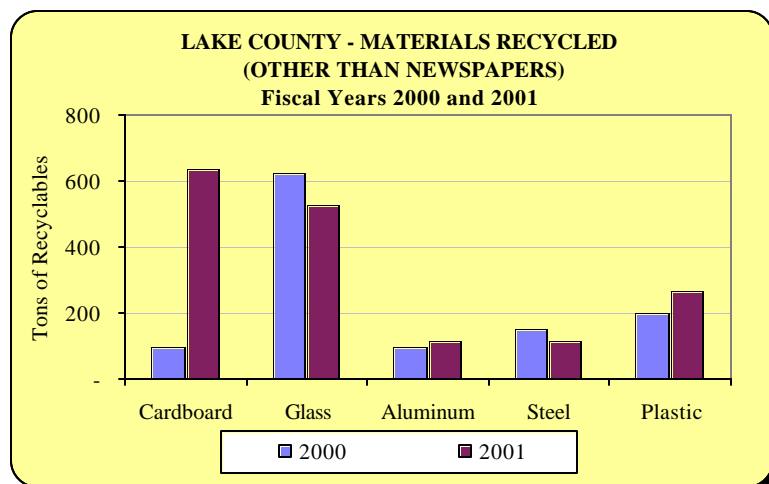
2002 and 2003 KEY ACTION STEPS:

Program Goal 2

- ❖ Full implementation of Universal Collection upon approval of the Board of County Commissioners.
- ❖ Lobby legislature to restore recycling, tire and litter grants.

DID YOU KNOW?

Lake County recycles more than 5,000 tons of newspapers each year. The chart at the right shows other materials recycled during the year.





FISCAL SUPPORT SERVICES DIVISION

Description: The Division provides daily fiscal support for the Department, including processing invoices for payment and providing customer service functions for inquiries related to solid waste disposal and collection. In addition, the staff monitors and updates the Solid Waste Assessment roll and certifies the roll to the Tax Collector.

Performance Indicators:	Actual 2000	Estimated 2001	Target 2002	Target 2003
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FOCUS AREA IV: Increase Citizen Confidence

Program Goal 1 : Continue to revise processes for efficiencies in cost control and revenue collections.

[FOCUS IV (D)]

Objective 1(a): Institute effective collection procedures for outstanding invoices (for solid waste collection and disposal) issued at Certificate of Occupancy by October 2002.

Measures:

Estimated invoices	N/A	3,500	3,600	3,700
Processed in a timely manner	N/A	Yes	Yes	Yes

Objective 1(b): To increase the collection rate to 96% by October 2002, and 98.5% by October 2003 .

Measures:

Percentage invoices collected	N/A	90%	96%	98.5%
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Objective 1(c): To develop and implement financial models and audit procedures that will result in cost savings.

Measures:

At least 2 financial models implemented	Yes	Yes	Yes	Yes
At least one internal audit conducted	Yes	Yes	Yes	Yes

Program Goal 2: To implement purchasing procedures that will decrease the number of invoices (for Department purchases) that must be processed. **[FOCUS IV (D)]**

Objective 2(a): Reduce the number of invoices that must be processed from 3,990 to 3,600 by the FY 2003.

Measures:

Number of invoices processed	3,990	3,790	3,695	3,600
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FISCAL SUPPORT SERVICES DIVISION

EXPENDITURES	Actual FY 2000	Amended Budget FY 2001	Adopted Budget FY 2002	% Change Over 2001 Amended	Approved Budget FY 2003
Personal Services	\$ 157,254	\$ 203,555	\$ 322,822	59%	\$ 342,202
Operating Expenses	77,017	117,847	62,088	(47%)	63,754
Capital Outlay	-	27,580	15,700	(43%)	18,100
Total Expenditures	<u>\$ 234,271</u>	<u>\$ 348,982</u>	<u>\$ 400,610</u>	15%	<u>\$ 424,056</u>
<i>Authorized Full-Time Positions</i>	5	6	7.5		7.5

Significant expenditures and staffing changes. A reorganization within the Department brought 1.5 positions from the Special Programs Division. These Environmental Inspectors will assist the Assessment Specialists in determining accuracy of the Solid Waste Assessment charges to the homeowner. Operating Expenses cut in FY 02 included \$19,000 in contractual services and temporary staffing. Also, FY 01 included \$19,000 for software maintenance and upgrades which was not repeated. One small vehicle for the Inspectors will be purchased in each of the two fiscal years.

2002 and 2003 KEY ACTION STEPS:

Program Goal 1

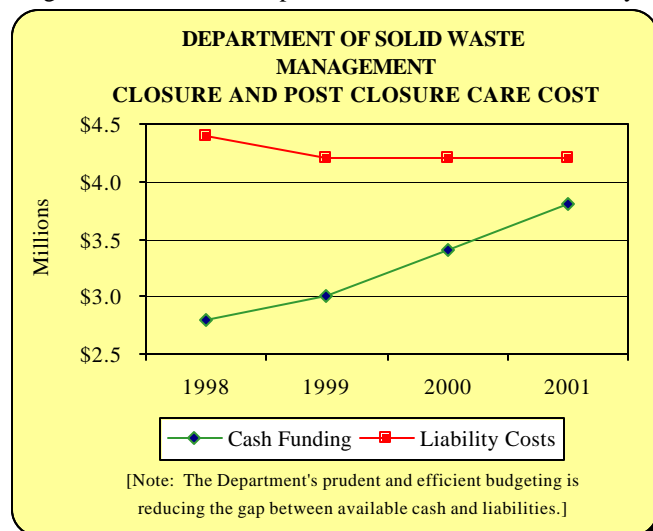
- ❖ Develop and implement accounts receivable collection procedures to recover outstanding residential invoice amounts.
- ❖ Develop and implement financial models for conversion to the Universal Collection Solid Waste System for the County to reduce disposal costs.
- ❖ Review and audit waste-to-energy payments to ensure efficient management of Solid Waste resources.
- ❖ Prepare financial assurance reports in-house to minimize long-term landfill closure and monitoring costs.

Program Goal 2

- ❖ Review, analyze, and effect changes to control and minimize long-term landfill closure and monitoring costs.
- ❖ Continue refinement of the CDPlus Solid Waste Management software to improve customer service efficiency.

DID YOU KNOW?

The Lake County Resource Recovery Facility generates electricity each day from burning garbage that is equal to the combustion of almost 170,000 barrels of fuel oil.





SPECIAL PROGRAMS DIVISION

Description: Provides oversight, coordination, planning and guidance for contracts administration, permitting and regulatory oversight, hazardous waste management and collection, and special projects within the Solid Waste Management Services Department.

Performance Indicators:	Actual 2000	Estimated 2001	Target 2002	Target 2003
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FOCUS AREA I: Sustainable Environment

FOCUS AREA IV: Increase Citizen Confidence

Program Goal 1: To increase the amount of hazardous waste collected and properly disposed from Lake County residents and small businesses. [FOCUS IV (A)]

Objective 1(a): To maintain contractual disposal amounts at present level and increase the amount of household hazardous waste collections from the residents of Lake County by at least 5% each fiscal year by implementing alternative disposal methods.

Measures:

Tons of hazardous material disposed by contractor	45.6	48.0	50.0	52.5
Pounds collected at Drop-Offs	49,740	52,227	54,838	57,580
Pounds collected at Mobile Unit	61,693	64,778	68,017	66,656
% increase in hazardous waste collections	N/A	5%	5%	5%

Program Goal 2: Encourage the proper handling, storage and disposal of hazardous waste generated by small businesses. [FOCUS I (B)]

Objective 2(a): To increase the participation of qualified Conditionally Exempt Small Quantity Generators (CESQG) by 5% each fiscal year by registration and onsite assistance visits through the Lake County Environmental Outreach (LEO) program.

Measures:

Pounds collected from CESQGs	9,925	10,421	10,942	11,489
Number of SQG verification visits	117	600	630	661
Number of Pollution Prevention (P2) visits	117	600	630	661
Increase in CESQG participation	49	51	54	57
% increase in participation		4.1%	5.9%	5.6%

Program Goal 3: To provide adequate solid waste to enable optimum utilization of the waste-to-energy facility, in accordance with the approved service agreement. [FOCUS AREA I]

Objective 3: To satisfy in-county solid waste tonnage delivery guarantee of 130,000 tons per year by reducing the tonnages delivered.

Measures:

Tons of in-county solid waste delivered to the waste-to-energy facility	139,846	142,500	142,845	139,746
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Division Summary and Highlights

Fiscal Years 2002 and 2003 Department of Solid Waste Management Services

SPECIAL PROGRAMS DIVISION

EXPENDITURES	Actual FY 2000	Amended Budget FY 2001	Adopted Budget FY 2002	% Change Over 2001 Amended	Approved Budget FY 2003
Personal Services	\$ 253,084	\$ 326,716	\$ 296,125	(9%)	\$ 293,955
Operating Expenses	8,448,471	11,078,702	10,970,206	(1%)	10,523,836
Capital Outlay	-	-	50,900	100%	57,400
Total Expenditures	<u>\$ 8,701,555</u>	<u>\$ 11,405,418</u>	<u>\$ 11,317,231</u>	<u>(1%)</u>	<u>\$ 10,875,191</u>
<i>Authorized Full-Time Positions</i>	<i>12.5</i>	<i>14</i>	<i>12.5</i>		<i>12.5</i>

Significant expenditures and staffing changes. The Division transferred 1.5 positions (Environmental Inspectors) to the Fiscal Support Division. The increase in Capital Outlay reflects expenditures in the Electronics Waste Grant in Fiscal Year 2002, and a new chemical storage building in Fiscal Year 2003. The County is expected to settle the lawsuit involving the County's incinerator in FY 2002, thus reducing the operating budget by \$400,000 (which reflected attorneys' fees in FY 01).

2002 and 2003 KEY ACTION STEPS:

Program Goal 1

- ❖ Completion of facility improvements in order to facilitate the collection, segregation and preparation for transport of discarded electronic products.

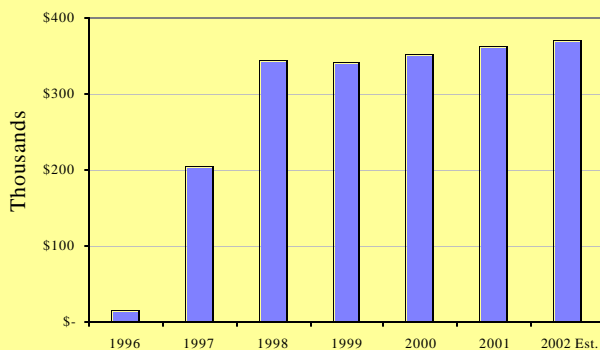
Program Goal 2

- ❖ Development and implementation of public awareness campaign to raise the public's awareness of issues relating to the improper disposal of discarded electronic products and the benefits of proper collection and recycling, which is the core of the E-Waste Program.
- ❖ Begin training program to allow Environmental Inspectors to become certified as Certified Hazardous Materials Managers, a nationally recognized professional accreditation in the field of hazardous materials.

DID YOU KNOW?

Lake County recycled 26,824 tons of material since 1996 through curbside collection, citizen drop-off centers, Trash-to-Treasure, commercial, government, institutional, and household hazardous waste programs.

**REVENUES FROM THE SALE OF
RECYCLABLE MATERIALS SINCE INCEPTION
OF THE PROGRAM**





MIS, SCALES, and RESIDENTIAL DROP-OFFS DIVISION

Citizen Drop-Off Section

Description: The Section provides the safe, efficient, and environmentally responsible collection of solid and hazardous waste generated by the residents of Lake County in a manner consistent with regulatory agency guidelines and specific goals adopted by the Board of County Commissioners.

Performance Indicators:	Actual 2000	Estimated 2001	Target 2002	Target 2003
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FOCUS AREA I: Sustainable Environment

FOCUS AREA IV: Increase Citizen Confidence

Program Goal 1: To increase public awareness of the proper collection practices at the residential and citizen drop-off facilities. **[FOCUS IV (A)]**

Objective 1(a): To decrease the rate of rejected recycling containers to less than .5% by the end of FY 03.

Measures:

Total number of recycling containers delivered	665	750	800	900
% rejected loads	1.40%	1.00%	0.50%	0.30%

Objective 1(b): To reduce the number of citizen complaints from residential drop-off facilities and improve overall response time.

Measures:

Total citizens served at Drop-Offs	69,216	74,100	76,000	80,000
Number of citizen complaints from Drop-Offs	37	19	12	10
Average response time to customer, in minutes	45	30	15	10
% of complaints resolved same day	100%	100%	100%	100%

Program Goal 2: Increase the total tonnage diverted from the solid waste stream for recycling. **[FOCUS I (B)]**

Objective: To increase tonnage of recyclables collected at the citizen drop-offs by 5% each year through Fiscal Year 2003.

Measures:

Total number of recycled tons collected at Drop-Offs	12,836	13,478	14,152	14,860
Total number of educational fliers distributed	New	2,000	3,500	5,000
% increase in recyclables at Drop-Offs		5%	5%	5%

Program Goal 3: To involve employees in the mission of Lake County government "Earning Community Confidence through Excellence in Service". **[FOCUS IV C)]**

Objective: To involve at least 75% of all division employees in at least one (1) team experience over the next two (2) years.

Measures:

Number of staff	6	6	6	6
Number of staff on at least 1 team	2	3	4	5
Cumulative percent	33%	50%	67%	83%
Team recommendations implemented	Yes	Yes	Yes	Yes



MIS, SCALES, and RESIDENTIAL DROP-OFFS DIVISION

Management Information Services (MIS) and Scales Section

Description: This Section provides Information Technology support to the Department for local and wide area networks, productivity and proprietary software applications, database development and management, and solid waste stream analysis. Maintains state certified truck scale sites at the County landfill and Waste-to-Energy facility. Captures, stores, and retrieves all tonnage data associated with the management of solid waste in Lake County.

Performance Indicators:	Actual 2000	Estimated 2001	Target 2002	Target 2003
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FOCUS AREA IV: Increase Citizen Confidence

Program Goal 1: To provide benchmark Information services and support to department end-users.

[FOCUS IV (E)]

Objective 1(a): To increase overall system up time to 99% by the end of FY 2003.

Measures:

Number of systems and computers supported	32	34	36	37
Total number of hours systems required online	5,984	7,220	8,664	8,760
Total number of hours of down time	179	96	48	24
Overall % up-time for system	97.1%	98.3%	99.4%	99.7%

Program Goal 2: To increase the accuracy of transaction data at scale sites. **[FOCUS IV (D)]**

Objective 2(a): To decrease the rate of reworked/corrected tickets to less than 2.5% by the end of Fiscal Year 2001.

Measures:

Total number of customer scale transactions	49,771	58,000	61,000	63,000
Total number of reworked/corrected tickets	1,474	1,400	1,330	1263
% of reworked/corrected tickets	3.0%	2.4%	2.2%	2.0%

Program Goal 3: To involve employees in the mission of Lake County Government "Earning Community Confidence through Excellence in Service." **[FOCUS IV (B)]**

Objective 3(a): To involve at least 50% of all Division employees in at least one (1) team experience over the next two (2) years.

Measures:

Number of staff	5	6	6	6
Number of staff on at least 1 team	5	6	6	6
Cumulative percent	100%	100%	100%	100%
Team recommendations implemented	Yes	Yes	Yes	Yes



MIS, SCALES and RESIDENTIAL DROP-OFFS DIVISION

EXPENDITURES	Actual FY 2000	Amended Budget FY 2001	Adopted Budget FY 2002	% Change Over 2001 Amended	Approved Budget FY 2003
Personal Services	\$ 353,949	\$ 370,269	\$ 386,426	4%	\$ 416,522
Operating Expenses	105,012	171,356	173,288	1%	173,865
Capital Outlay	-	86,791	40,686	(53%)	21,200
Total Expenditures	<u>\$ 458,961</u>	<u>\$ 628,416</u>	<u>\$ 600,400</u>	(4%)	<u>\$ 611,587</u>
<i>Authorized Full-Time Positions</i>	12	12	12		12

Significant expenditures and staffing changes. There were no significant changes to this budget, other than cost-cutting measures in Capital (postponing purchases of containers and a truck) until the next biennial budget cycle.

2002 and 2003 KEY ACTION STEPS:

Scales Program Goal 2

- ❖ Install a cutting edge video surveillance system with remote monitor and control at the Waste-To-Energy facility.

Drop-Off Facilities Program Goal 1

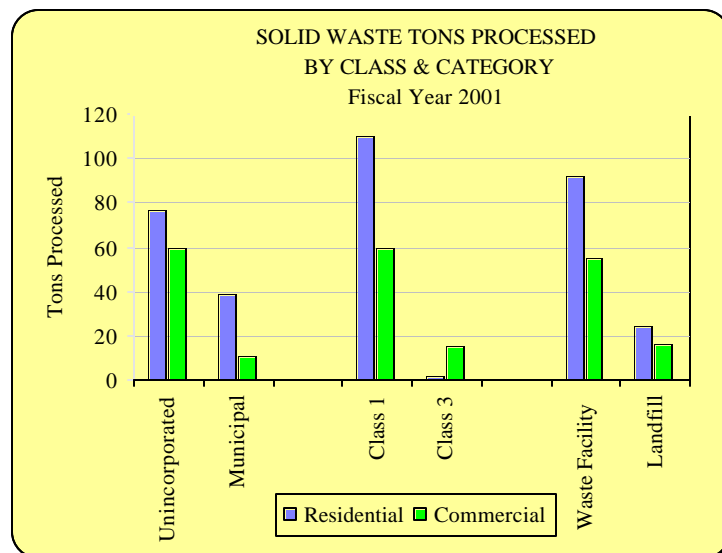
- ❖ Train all landfill attendants to be Certified Transfer Station Operators.
- ❖ All drop-off facilities will be upgraded/retrofitted to accept installation of municipal solid waste compactors.

DID YOU KNOW?

Trash-to-Treasure Hours of Operation: Weekdays 7:30 a.m. until noon.

DID YOU KNOW?

MIS Scales Division uses the same microprocessor as NASA does on the space shuttle.



**WASTE MANAGEMENT FACILITIES OPERATIONS DIVISION****Administration Section**

Description: The Division provides the safe, effective and environmentally responsible transportation and disposal of waste generated by the residents and small businesses of Lake County in accordance with federal, state, and local regulations and Lake County's desire to "Keep Lake County Beautiful."

The Administration Section provides for the technical management of the Solid Waste system for the citizens of Lake County in accordance with federal, state and local regulations as outlined in applicable permits.

	Actual	Estimated	Target	Target
Performance Indicators:	2000	2001	2002	2003

FOCUS AREA I: Sustainable Environment

Program Goal 1: Inspect, identify and manage the Lake County Solid Waste Stream. [FOCUS I (B)]

Objective 1(a): To effectively manage the solid waste stream and provide proper disposal for additional waste due to increases in population by the FY 2003. The target by Fiscal Year 2003 is to have 10% of all incinerated tons recycled.

Measures:

Total Lake County tons incinerated	139,904	142,500	142,943	142,493
Total Lake County tons landfilled (no ash)	29,940	22,000	22,000	22,000
Total tons of Municipal Solid Waste (MSW) processed	169,844	164,500	164,943	164,439
Total tons of Class III waste processed	4,298	4,405	4,516	4,628
Total tons of Yard Waste processed	2,500	2,875	4,313	6,469
Total tons of ash residue processed	39,969	41,000	41,000	41,000
Total tons of recycling processed	9,528	10,481	12,053	13,861
% of recycled tons compared to incinerated tons	7%	7%	8%	10%
% of recycled tons compared to landfilled tons	32%	48%	55%	63%

Objective 1(b): Provide qualified personnel to ensure compliance with federal, state and local regulations as outlined in applicable permits with no violations or fines.

Measures:

Number of facilities monitored for FDEP compliance	4	4	4	4
% of employees maintaining FDEP certification	4%	6%	8%	10%
Personnel attending certification &/or training courses	3	4	4	4
% of compliance with FDEP permits & procedures	100%	100%	100%	100%
Dollars paid in fines for non-compliance with FDEP	\$0	\$0	\$0	\$0



WASTE MANAGEMENT FACILITIES OPERATIONS DIVISION

Repair and Maintenance Section

Description: Provides general upkeep and minor repairs for facilities and equipment.

Performance Indicators:	Actual 2000	Estimated 2001	Target 2002	Target 2003
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FOCUS AREA IV: Increase Citizen Confidence

Program Goal 1: Provide quality maintenance of landfills and drop-off facilities. **[FOCUS IV (B)]**

Objective: Maintain the costs for mowing and maintaining the County's closed landfills by contracting these services in a prior year (FY 2000).

Measures:

Acres of long-term care facilities mowed and maintained	140	140	140	144
Unit cost per acre per year for mowing landfills	\$ 121.43	\$ 121.43	\$ 121.43	\$ 121.43

Program Goal 2: Complete routine and emergency repairs and maintain general upkeep for all Solid Waste Management Services Facilities. **[FOCUS IV (B)]**

Objective 2(a): Effectively schedule man-hours and prioritize work assignments for completion of 95% of assignments on time by utilizing a work order process and efficient use of personnel and materials for by the Fiscal Year 2003.

Measures:

Number of work orders received	200	220	242	266
Number of work assignments completed as scheduled	130	165	206	253
% complete by time indicated	65%	75%	81%	95%

Objective 2(b): Minimize man-hour usage for miscellaneous material purchases by 20% for Fiscal Year 2002 and an additional 10% for Fiscal Year 2003 by implementing a process of maintaining adequate stock inventory through bulk purchasing of commonly used supplies.

Measures:

Number of bulk inventory purchase orders	5	7	10	14
% reduction in trips to hardware store for miscellaneous material	10%	15%	20%	30%



WASTE MANAGEMENT FACILITIES OPERATIONS DIVISION

Landfill/Leachate Section

Description: Ensure safe, effective and environmentally responsible disposal of waste in the Phase IIA (Ash Monofill), Phase II B (Class I), and Phase IIC Infill (to be constructed) landfills, including leachate, as required by applicable permits.

Performance Indicators:	Actual 2000	Estimated 2001	Target 2002	Target 2003
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FOCUS AREA I: Sustainable Environment

Program Goal 1: Pursue alternate methods of disposal of waste and leachate. [FOCUS I (B)]

Objective 1(a): To effectively manage existing landfill capacity to keep pace with the estimated 4.4% increases in population and construct Phase IIC (Infill) landfill beginning in Fiscal Year 2002.

Measures:

Estimated tons of waste disposed in Class I Landfill	29,940	22,000	22,000	22,000
Volume of available disposal capacity IIA	21,675	24,000	34,000	44,000
Volume of available disposal capacity IIB	159,458	89,992	20,526	-
Volume of available disposal capacity IIC	-	-	100,000	38,940
Tons of ash residue landfilled	39,969	41,000	41,000	41,000
% landfilled as compared to incineration	21%	15%	15%	15%

Objective 1(b): To effectively manage the disposal of leachate by minimizing the leachate generation area and establishing alternative disposal markets.

Measures:

Gallons of leachate hauled to treatment facility	2,559,990	2,500,000	3,370,000	2,590,000
Number of trips to treatment facility	445	417	562	432
Cost per gallon for leachate disposal	\$0.05	\$0.12	\$0.08	\$0.06
Exposed leachate generation area (in acres)	11.425	11.43	15.04	11.57
Amount of leachate (in gallons) hauled per acre	224,049	218,818	224,069	223,854



Division Performance Indicators

Fiscal Years 2002 and 2003 Department of Solid Waste Management Services

WASTE MANAGEMENT FACILITIES OPERATIONS DIVISION

Transportation/Hauling Program

Description: Provides for the essential transportation of solid waste and special waste, equipment and material, to its appropriate disposal, recycling and/or processing location.

	Actual	Estimated	Target	Target
Performance Indicators:	2000	2001	2002	2003

FOCUS AREA IV: Increase Citizen Confidence

Program Goal 1: Increase efficiency of transporting municipal solid waste (MSW) from Drop-Off Facilities.
[FOCUS IV (D)]

Objective: Increase the efficiency of transporting MSW from the remote Drop-Off Facilities by increasing the amount hauled per trip to 4.5 tons in Fiscal Year 2002 and 5.5 tons in Fiscal Year 2003.

Measures:

Tons of MSW transported from remote Drop-Off Facilities	4,037	4,356	4,700	5,071
Number of loads pulled from remote Drop-Off Facilities	1,474	1,245	1,044	922
Tons per load from remote Drop-Off Facilities	2.74	3.5	4.5	5.5
Number of permanent remote Drop-Off Facilities	4	4	5	5
% of increase in tons hauled per load	N/A	78%	78%	82%

**WASTE MANAGEMENT FACILITIES OPERATIONS DIVISION**

EXPENDITURES	Actual FY 2000	Amended Budget FY 2001	Adopted Budget FY 2002	% Change Over 2001 Amended	Approved Budget FY 2003
Personal Services	\$ 724,616	\$ 860,133	\$ 962,107	12%	\$ 1,121,430
Operating Expenses	1,553,366	1,037,151	932,953	(10%)	922,066
Capital Outlay	-	509,392	227,784	(55%)	786,100
Total Expenditures	<u>\$ 2,277,982</u>	<u>\$ 2,406,676</u>	<u>\$ 2,122,844</u>	(12%)	<u>\$ 2,829,596</u>
<i>Authorized Full-Time Positions</i>	<i>18</i>	<i>19</i>	<i>22</i>		<i>22</i>

Significant expenditures and staffing changes. A "spotter" at the landfill is necessary to inspect the types of waste brought to the landfill dump and to the incinerator to ensure the citizens of disposal compliance, such as hazardous waste, etc. In prior years, the County contracted to provide those services; however, in order to provide more quality assurance, three additional full-time staff were added. The increase in Personal Services and the decrease in Operating Expenses reflects this change. Capital Outlay purchases for FY 02 include a forklift at the IMPACT Center, trailers for leachate and hauling, and expansion and safety redesign for two drop-off stations. FY 03 includes the purchase of three major pieces of heavy equipment: dozer, loader, and tanker (\$660,000).

2002 and 2003 KEY ACTION STEPS:**Administration Section Program Goal 1**

- ❖ Complete Pine Lakes Residential Drop-Off Center project to provide a permanent facility for the collection of municipal solid waste, recyclable materials, household hazardous waste and yard waste for area residents.
- ❖ Modify and expand the Astor, Loghouse and Paisley Residential Drop-Off Centers and install stationary compactors to more effectively collect solid waste and recyclable materials.
- ❖ Construct a new Recycling Facility to process increasing quantities of recyclable materials, achieve better quality for maximum revenues and divert waste to maximize landfill capacity.

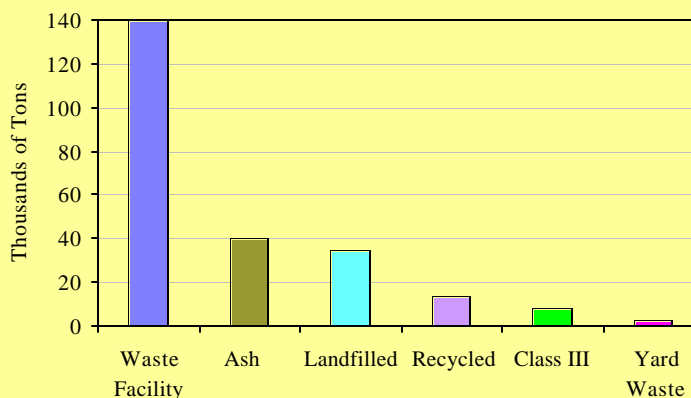
Leachate Section Program Goal 1

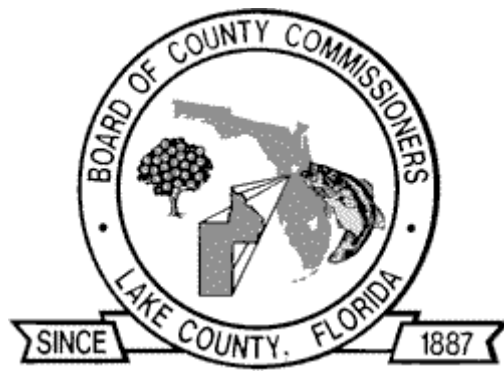
- ❖ Construct the Phase IIC Infill Landfill to provide Lake County with additional landfill capacity to meet the County future needs while protecting the environment.

DID YOU KNOW?

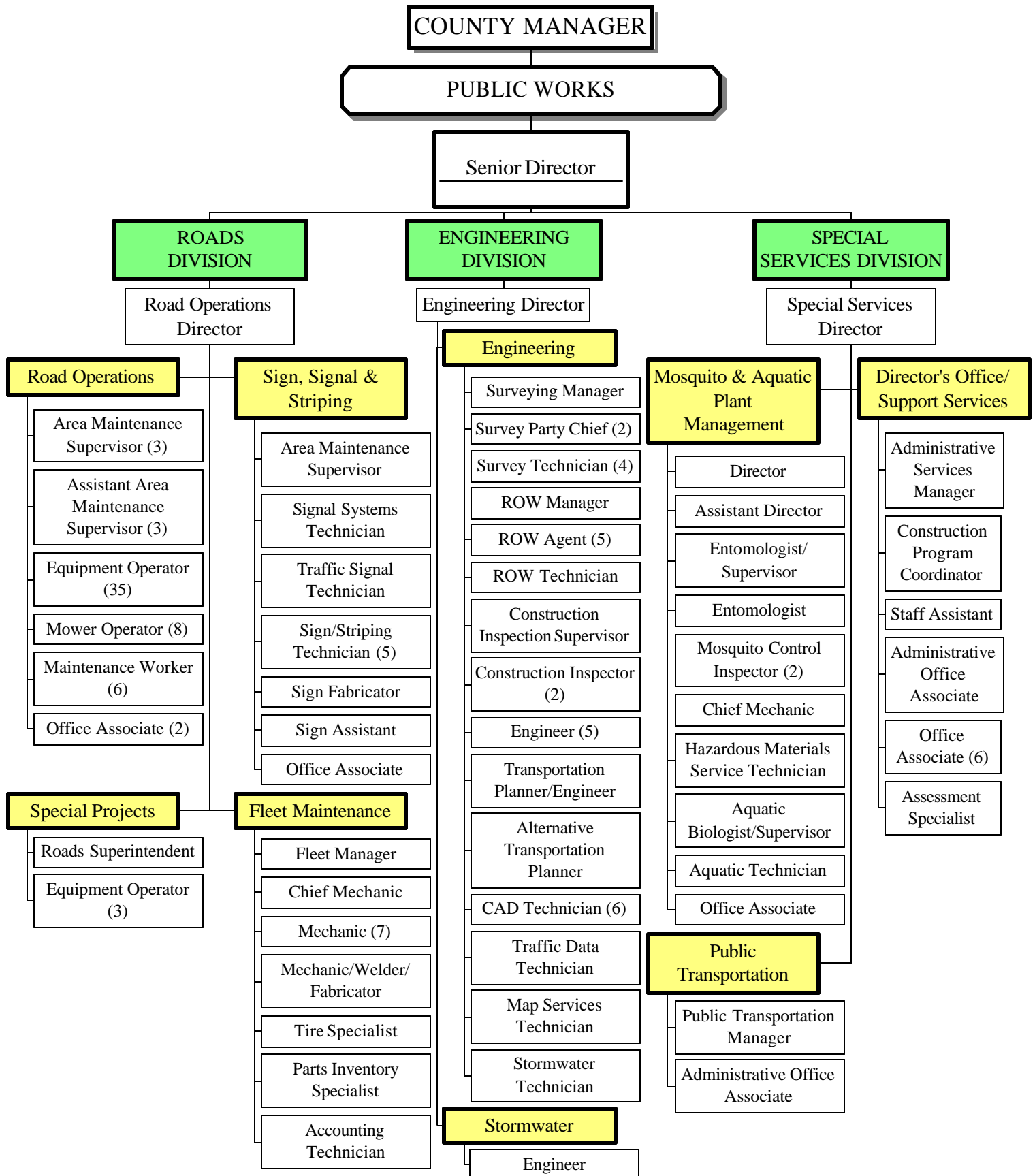
The waste generated per person for Lake County is about 1.17 tons per year, or 6.41 pounds per day.

IN-COUNTY WASTE PROCESSED
Fiscal Year 2000 Actual





Public Works Organization Chart





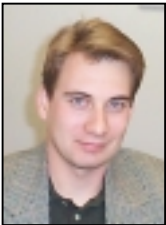
Public Works



James A. Stivender, Jr.
Senior Director

352-253-4900
jstivender@co.lake.fl.us

147 full-time employees



Kristian Swenson
Road Operations
Director

253-4980
kswenson@co.lake.fl.us

86 full-time employees



Frederick J. Schneider
Engineering Director

253-4944
fschneider@co.lake.fl.us

35 full-time employees



Peggy A. Dionne
Special Services
Division Director

253-4907
pdionne@co.lake.fl.us

25 full-time employees



DEPARTMENT OF PUBLIC WORKS

MISSION

To promote professional and proactive public works activities for the citizens of Lake County.

BENCHMARK

Categorize County mowing districts to maximize efforts within high profile areas as a method to reduce complaints through customer satisfaction.

Benchmark Partner: Orange County *Orangescape Program* (modified).

SERVICES

The Divisions within the Department are: *Road Operations*, which includes Fleet Maintenance; *Engineering*, which includes Stormwater Management and Public Transportation; *Special Services*, which includes Mosquito Control and Aquatic Plant Management and Special Assessments.

FISCAL YEARS 2000 AND 2001 RESULTS AND OUTCOMES

The following is an executive summary of the results of departmental major initiatives, service efforts, and accomplishments which directly tie to the Board of County Commissioners' Focus Areas and Goals for those fiscal years.

The Road Operations Division applied the Emergency Preparedness Plan to Tropical Storm Gabrielle. The division also inventoried 80% of Lake County traffic signs, to include locations and sign-specific information. The staff developed public information tools on road maintenance issues. Road maintenance comment cards for quality assurance purposes also were developed and distributed.

The Transportation Section of the Engineering Division held a major transportation summit in October 2001. Major participants included Lake County and its 14 municipalities, Florida Department of Transportation (FDOT) and Turnpike, Metroplan Orlando, Volusia County, Marion County, Orange County, and Seminole County. The staff completed a joint study between Lake County and Orange County in Southeast Lake County for road improvement needs and future planning. The Section also received over \$2 million in State FDOT Safety Grants for improving County Roads 42, 561 and others.

The Design Section of the Engineering Division outsourced to consultants over 20 road, stormwater, and transportation projects and continued to manage existing contracts. The Section completed the planning study of the Lake Griffin Stormwater Basin and began design retrofits of five existing facilities in this basin. The staff began planning the study of the Lake Minnehaha Basin for stormwater retrofit improvements. They held summit meetings between Lake, Marion and Sumter Counties with regard to fast growth occurring in the Northwest area of Lake County and adjacent counties.

The Special Services Division was one of the major team players in the organization of the County's new responsibility as the Community Transportation Coordinator. Also, in June, the Department successfully tested the Emergency Preparedness Plan for hurricane response.

FY 2002 AND 2003 DEPARTMENT OBJECTIVES

The following is a summary of departmental objectives which tie directly to the FOCUS AREAS of the Board of County Commissioners and are funded within the department's balanced budget.

Focus I: Sustainable Environment

- ✍ Continue to reduce pollutant loading from stormwater runoff into lakes and streams through education, development review and capital improvement retrofits of existing systems.
- ✍ Accelerate the public information effort regarding invasive and problematic aquatic plants.

Focus III: Nourish Communities

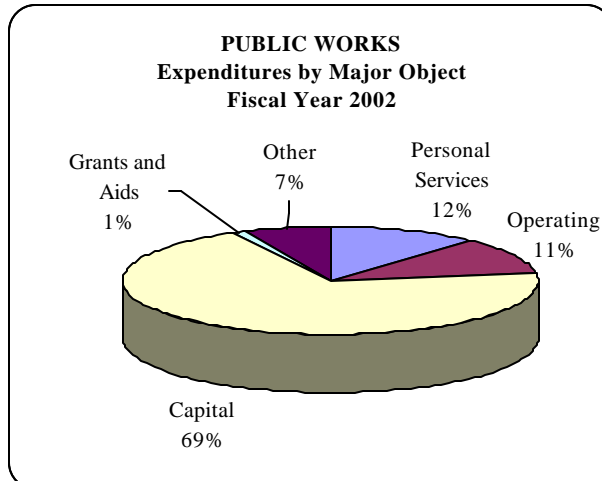
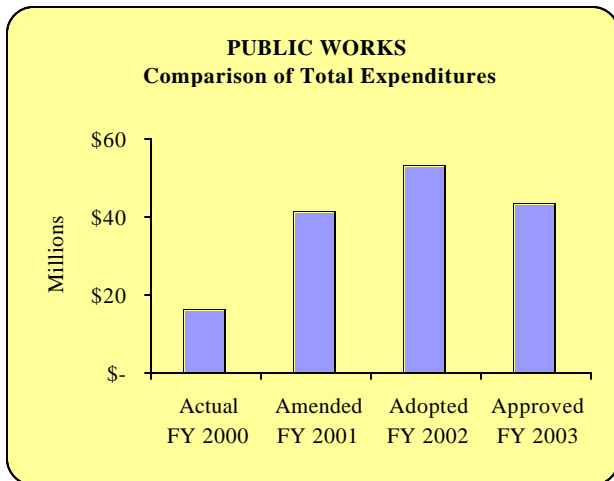
- ✍ Creative a proactive preventive maintenance program to retain infrastructure life
- ✍ Enhance the County multi-modal transportation system through partnering with citizens, businesses and Federal and State agencies.
- ✍ Continue to perform mosquito management activities to reduce disease transmission to human and domestic animals.

Focus IV: Increase Citizen Confidence

- ✍ Improve customer satisfaction through routine and non-routine maintenance and stormwater retrofitting projects.



FINANCIAL HIGHLIGHTS



Significant changes. During FY 2001, the County developed a new fund for Public Transportation that was added to this Department. The expenditures for this new fund account for the majority of the 31% increase in the Operating Expenses for this Department. The 25% increase in Capital Outlay is due to capital projects being budgeted for the first time in two funds and a \$10 million increase in road projects funded by impact fees. The Engineering Division's production rate is not synchronized with the capital dollars to be expended from the Road Impact Fee Fund. Because some of the road projects funded by the Impact Fee Fund were not completed by year end, they are being carried forward from FY 2001 to FY 2002.

The Stormwater Management Program was implemented in FY 2000 to fund stormwater cleanup efforts. Funding from a special property tax to citizens in unincorporated Lake County has increased from \$.10 per \$1,000 assessed taxable value of property to \$.30 per \$1,000 since its inception and is expected to continue to increase by \$.10 per \$1,000 for at least two more years. The budget for FY 2002 reflects the first time stormwater projects have been budgeted for this fund and accounts for some of the increase in the overall budget for this Department.

During FY 2001, the Board of County Commissioners approved funding \$2,000,000 from the extra penny sales tax revenue for road projects in FY 2002. The Department of Facilities and Capital Improvements has the responsibility for the oversight of the extra penny sales tax; therefore, the funding for said road projects is reflected in that Department's Capital Outlay budget and not included in the Capital Outlay dollars shown here.

Expenditures by Major Object	Actual FY 2000	Amended FY 2001	Adopted FY 2002	Approved FY 2003
Personal Services	\$ 5,137,546	\$ 5,828,571	\$ 6,187,309	\$ 6,490,621
Operating Expenses	2,661,418	3,958,912	5,707,090	5,582,317
Capital Outlay	6,368,249	27,797,716	37,102,306	26,648,951
Grants and Aids	611,636	624,654	556,939	559,724
Other (including transfers & reserves)	1,577,057	3,323,416	3,572,770	4,112,232
Total Expenditures	\$ 16,355,906	\$ 41,533,269	\$ 53,126,414	\$ 43,393,845

Staffing by Division	Actual FY 2000	Amended FY 2001	Adopted FY 2002	Approved FY 2003
Road Operations (including Fleet Maintenance)	84	85	86	86
Engineering (including Stormwater Management)	29	31	35	35
Special Services (including Mosquito Mgmt, Aquatic Plant Mgmt and Public Transportation)	28	30	26	26
Total Full-Time Positions	141	146	147	147



Fiscal Years 2002 and 2003

Department Summary and Highlights Department of Public Works

DEPARTMENT OF PUBLIC WORKS

EXPENDITURES BY PROGRAM	Actual FY 2000	Amended Budget FY 2001	Adopted Budget FY 2002	% Change Over FY 2001	Approved Budget FY 2003
Land Management	\$ -	\$ 50,000	\$ 38,445	(23.1%)	\$ -
County Transportation Trust Fund	9,504,519	15,104,811	13,917,979	(7.9%)	13,620,111
Road Impact Fee Fund	4,770,663	22,164,686	32,514,768	46.7%	22,250,878
Mosquito Management Fund	581,122	757,790	730,056	(3.7%)	736,131
Aquatic Plant Management Fund	204,383	256,753	270,889	5.5%	269,988
Public Transportation Fund	-	507,924	1,351,619	166.1%	1,686,612
Stormwater Management Fund	21,466	1,288,931	2,688,588	108.6%	3,182,833
Fleet Maintenance Fund	1,273,753	1,402,374	1,614,070	15.1%	1,647,292
Total Expenditures	\$ 16,355,906	\$ 41,533,269	\$ 53,126,414	27.9%	\$ 43,393,845

REVENUES BY SOURCE	Actual FY 2000	Amended Budget FY 2001	Adopted Budget FY 2002	% Change Over FY 2001	Approved Budget FY 2003
General Fund:					
Land Management	\$ -	\$ 50,000	\$ 38,445	(23.1%)	\$ -
Transfer to Mosquito Control	553,551	583,463	523,982	(10.2%)	679,003
Transfer to Aquatic Plant Mgmt	176,860	158,157	209,976	32.8%	214,726
Transfer to Public Transportation	-	117,556	284,100	141.7%	316,170
General Fund Funding	730,411	909,176	1,056,503		1,209,899
% Change			16.20%		14.52%
County Transportation Trust Fund	10,189,167	15,104,811	13,917,979	(7.9%)	13,620,111
Road Impact Fees Fund	9,423,746	22,164,686	32,514,768	46.7%	22,250,878
Mosquito Management Fund	40,916	174,327	206,074	18.2%	57,128
Aquatic Plant Management Fund	50,501	98,596	60,913	(38.2%)	55,262
Public Transportation Fund	-	390,368	1,067,519	173.5%	1,370,442
Stormwater Management Fund	412,791	1,288,931	2,688,588	108.6%	3,182,833
Fleet Maintenance Fund	1,542,263	1,402,374	1,614,070	15.1%	1,647,292
Total Revenues	\$ 22,389,795	\$ 41,533,269	\$ 53,126,414	27.9%	\$ 43,393,845



ROAD OPERATIONS DIVISION

Description: Roads Maintenance is divided into and located in three different areas of the county. There are approximately 1200 miles of County-maintained roadway and, of this figure, nearly 230 miles are clay roads. Maintenance crews repair pot holes, mow shoulders (except on clay roads), check drainage, provide shoulder repair, trim trees, etc. This work is done on a cycle in the particular maintenance area or as needed. The personnel in Fleet Maintenance are responsible for County vehicle records, including tags and titles. Mechanics repair and maintain County vehicles and heavy equipment.

Performance Indicators:	Actual 2000	Estimated 2001	Target 2002	Target 2003
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FOCUS AREA III: Nourish Communities

FOCUS AREA IV: Increase Citizen Confidence

Program Goal 1: Perform maintenance on County road infrastructure to ensure longevity and citizen safety.

[FOCUS AREA III (A,B,C), FOCUS AREA IV (A)]

Objective 1(a): Respond to 100% of citizen service requests either through work completion or contact within three (3) business days of request.

Measures:

Number of service requests received	1,480	944	1,400	1,500
% service requests responded to within three (3) business days	Unknown	90%	92%	95%

Objective 1(b): Receive an average satisfactory rating of 4.0 on the returned customer comment cards. (New program in 2001 that rates services from 5 to 1, with 5 being Excellent, and 1 being Poor).

Measures:

Number of comment cards sent	0	300	600	600
Number of comment cards received	0	Implement	400	400
% of returned cards with 4.0 rating or higher	N/A	Implement	75%	80%

Objective 1(c): Maintain County clay roads to an acceptable standard to include crowns, drainage systems, and surface.

Measures:

Number of miles of County clay roads maintained	196	189	182	175
Miles of clay roads planned for paving	7	7	7	7
Estimated actual miles of clay roads paved	4	8	6	6
Miles of in-house surface treatment	0	1	1	1
Miles of clay roads built-up	13	12	12	11
% of miles improved through paving, surface treatment or build-up	9%	11%	10%	10%

Objective 1(d): During mowing season (April - November), maintain grass shoulders along County paved roads to provide aesthetically pleasing appearance and to maximize safety (modified mowing cycle program).

Measures:

Number of miles of County paved roads maintained	1,066	1,085	1,108	1,131
Mowing cycle lengths:				
High profile roads *	9 weeks	5 weeks	4 weeks	4 weeks
Medium profile roads *	9 weeks	7 weeks	6 weeks	6 weeks
Low profile roads *	9 weeks	9 weeks	8 weeks	8 weeks

* Profile ranking determined by maintenance area according to traffic volume, density of housing, and number of complaints.



ROAD OPERATIONS DIVISION

EXPENDITURES	Actual FY 2000	Amended Budget FY 2001	Adopted Budget FY 2002	% Change Over FY 2001	Approved Budget FY 2003
Personal Services	\$ 2,723,269	\$ 3,103,302	\$ 3,265,510	5%	\$ 3,427,798
Operating Expenses	1,896,863	2,484,296	2,661,834	7%	2,804,895
Capital Outlay	808,578	1,673,406	1,502,627	(10%)	2,274,482
Other Uses	1,096,225	1,432,880	1,380,147	(4%)	1,415,861
Total Expenditures	\$ 6,524,935	\$ 8,693,884	\$ 8,810,118	1%	\$ 9,923,036

Authorized Full-Time Positions	84	85	86	86
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Significant expenditures and staffing changes. Gas Tax revenues comprise more than 90% of the funding for Public Works road surfacing, resurfacing and striping projects. Gas tax revenues grow by a modest 3%; therefore, in order to sustain increased needs as the County continues to grow, additional and appropriate revenue sources must be sought.

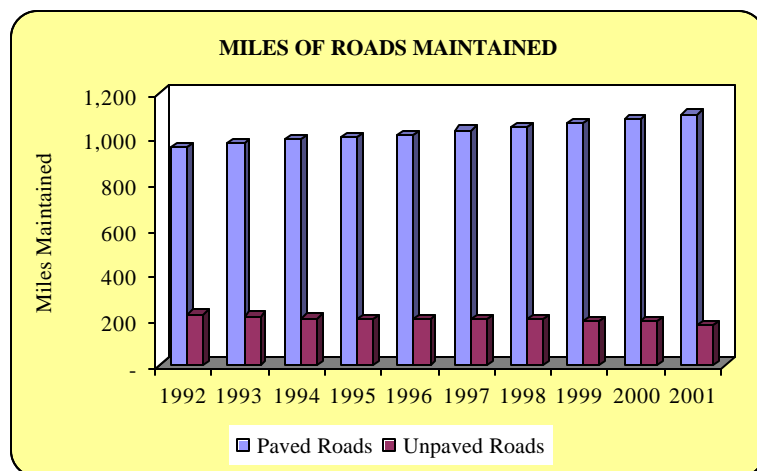
To assist in that endeavor, during FY 2001, the Board of County Commissioners approved funding \$2,000,000 from the extra penny sales tax revenue for road projects in FY 2002. The funding for these road projects is budgeted with the dollars in the Department of Facilities and Capital Improvements who has the oversight responsibility for the extra penny sales tax funding.

The staff of Fleet Maintenance has prepared an extensive analysis of costs for repair and maintenance, which has been reviewed and verified by an outside firm. Charging competitively in this enterprise endeavor, while maintaining quality service, is the key to the operation.

2002 and 2003 KEY ACTION STEPS

Program Goals 1

- ❖ Study light vehicle maintenance time and compare to industry standard.
- ❖ Continue inventory of Lake County signs (final 20%).
- ❖ Apply road stabilizer to selected clay roads to improve road quality.
- ❖ Perform inventory of County short line road markings while restriping simultaneously.



**ENGINEERING DIVISION**

Description: This Division directly supports the major core process, Growth-Related Road Construction, in addition to providing design, right-of-way, construction inspection, surveying, development review, and stormwater engineering services for County projects.

The Stormwater Management Program provides for the continuity of creating stormwater management plans in unincorporated Lake County through funding from a special ad valorem tax implemented in FY 2000.

The Public Transportation Fund provides the funding for the coordination of services and transportation for social services clients, agencies, organizations, groups, private entities and individuals.

Performance Indicators:	Actual 2000	Estimated 2001	Target 2002	Target 2003
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FOCUS AREA I: Sustainable Environment**FOCUS AREA III: Nourish Communities****FOCUS AREA IV: Increase Citizen Confidence**

Program Goal 1: To manage growth in Lake County by ensuring quality road and subdivision construction projects. [FOCUS AREA III (A,B), FOCUS AREA IV (B)]

Objective 1(a): Increase the number of major road projects constructed in Lake County.

Measures:

Number of major constructed County road projects over \$1 million	-	3	4	6
Number of total projects built	10	16	18	21
Average cost of constructed projects	\$ 414,146	\$ 452,887	\$ 500,000	\$ 666,667

Objective 1(b): Assist individual lot owner and developer with State and local permitting process to ensure quality control.

Measures:

Number of subdivisions reviewed	22	20	20	20
Number of site plans reviewed	100	100	100	100
Number of projects per development review eng.	122	120	120	120

Program Goal 2: To provide safe roads for the citizens of Lake County. [FOCUS AREA III (C)]

Objective 2(a): Utilize the available traffic data to identify safety improvements on County roads.

Measures:

Number of traffic counts taken	315	310	300	300
Number of speed studies performed	40	52	45	45
Number of traffic safety studies performed	12	15	15	15
% of identified safety improvements vs. studies performed	50%	50%	50%	50%
% of identified safety improvements implemented	100%	100%	100%	100%

Program Goal 3: Implement programs and establish partnerships which will have a positive effect on the restoration of our natural environment, our lakes, and other water bodies.[FOCUS AREA I (A), FOCUS AREA IV (D,E)]

Objective: Establish partners and begin prioritizing and retrofitting watersheds.

Measures:

Number of watersheds in Lake County	252	252	252	252
Number of prioritized watersheds work-in-progress	1	2	4	6
Number of projects in design	0	4	6	8
Number of projects built	0	0	4	6
% of projects built vs. number of watersheds	0%	0%	1.6%	2.4%

**ENGINEERING DIVISION**

EXPENDITURES	Actual FY 2000	Amended Budget FY 2001	Adopted Budget FY 2002	% Change Over FY 2001	Approved Budget FY 2003
Personal Services	\$ 1,108,402	\$ 1,308,870	\$ 1,605,329	23%	\$ 1,681,872
Operating Expenses	228,299	605,579	1,283,214	112%	1,144,773
Capital Outlay	47,487	63,315	1,184,032	1770%	1,630,828
Other Uses	21,466	1,262,121	1,196,498	(5%)	1,430,920
Total Expenditures	<u>\$ 1,405,654</u>	<u>\$ 3,239,885</u>	<u>\$ 5,269,073</u>	63%	<u>\$ 5,888,393</u>
<i>Authorized Full-Time Positions</i>	29	31	35		35

Significant expenditures and staffing changes. During FY 2001, the County developed a new fund for Public Transportation that was added to this division. The expenditures for this new fund account for the majority of the increase in the Operating Expenses shown here. The increase in Capital Outlay is due to capital projects being budgeted for the first time in two funds for this division (Public Transportation and Stormwater Funds).

The Engineering Division's production rate is not synchronized with the capital dollars to be expended from the Road Impact Fee Fund. Therefore, the Board approved the addition of 2 positions to move forward at a faster pace with these projects.
the County.

In FY 2000, the Stormwater Management Program was implemented to fund cleanup efforts and a special property tax to citizens in unincorporated Lake County was adopted by the Board. The budget for FY 2002 reflects the first time stormwater projects have been budgeted for this funding. Also, the Board approved the addition of a position specifically designated to oversee these stormwater projects.

2002 and 2003 KEY ACTION STEPS**Program Goals 1 & 2**

- ❖ Create an engineering position to hire and manage consultant contracts for major road projects.
- ❖ Continue to design and contract major road projects, such as North Hancock Road, Huffstetler Road, CR 448 Extension, Marion County Road, and Hook Street.

Program Goal 3

- ❖ Establish a plan with Florida Department of Transportation (FDOT) for stormwater retrofit of runoff from U.S. Highway 441 into Lake Gertrude Drainage Basin.
- ❖ Establish a partnership with St. Johns River Water Management District (SJRWMD) and Orange County for inventory of the Lake Apopka Drainage Basin.
- ❖ Establish working relationships within Lake County regarding stormwater drainage issues.

DID YOU KNOW?

The Right-of-Way section and Map Sales Counter processed over 10,000 customer requests in 2001.

**SPECIAL SERVICES DIVISION**

Description: Part of the function of this Division is for the administrative, management, and clerical support staff for the Department. It monitors all the budgets and programs for the Department and annually develops the Five-Year Road Programs which are funded by gas tax and impact fees.

The Mosquito Management program manages mosquitoes and other biting arthropods of public health importance in order to reduce the threat of mosquito-borne epidemics.

The program for Aquatic Plant Management manages invasive aquatic plants for all users of public water bodies in Lake County in order to minimize flooding situations, restore navigation, and help maintain the natural integrity of these water bodies with respect to aquatic vegetation.

Performance Indicators:	Actual 2000	Estimated 2001	Target 2002	Target 2003
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FOCUS AREA IV: Increase Citizen Confidence

Program Goal: Respond to public service requests for mosquito abatement activities in the most efficient and professional manner in order to promote confidence and trust from our external customers.

[FOCUS AREA IV (A,B,D,E)]

Objective: Maintain customer satisfaction rate of 95%.

Measures:

Number of service requests received from customers	1,296	600	950	1,123
Number of customers attempted to contact for survey	1,296	600	950	1,123
Number of customers responding to survey	789	365	579	684
% satisfied customers	99.7%	98%	95%+	95%+

Program Goal: Respond to public service requests for aquatic plant management activities in the most efficient and professional manner to promote confidence and trust from our external customers.

[FOCUS AREA IV (A,B,D,E)]

Objective: Develop and present options for addressing invasive plants in Lake County in areas that are not currently part of the funded program.

Measures:

Number of service requests received from customers	200	122	161	181
Number of customers attempted to contact for survey	200	122	161	181
Number of customers responding to survey	171	90	131	155
% satisfied customers	99.4%	99.9%	95%+	95%+



SPECIAL SERVICES DIVISION

EXPENDITURES	Actual FY 2000	Amended Budget FY 2001	Adopted Budget FY 2002	% Change Over FY 2001	Approved Budget FY 2003
Personal Services	\$ 1,305,875	\$ 1,416,399	\$ 1,316,470	(7%)	\$ 1,380,951
Operating Expenses	536,256	869,037	1,762,042	103%	1,632,649
Capital Outlay	5,512,184	26,060,995	34,415,647	32%	22,743,641
Grants and Aids	611,636	624,654	556,939	(11%)	559,724
Other Uses	459,366	628,415	996,125	59%	1,265,451
Total Expenditures	<u>\$ 8,425,317</u>	<u>\$ 29,599,500</u>	<u>\$ 39,047,223</u>	32%	<u>\$ 27,582,416</u>
<i>Authorized Full-Time Positions</i>	28	28	26		26

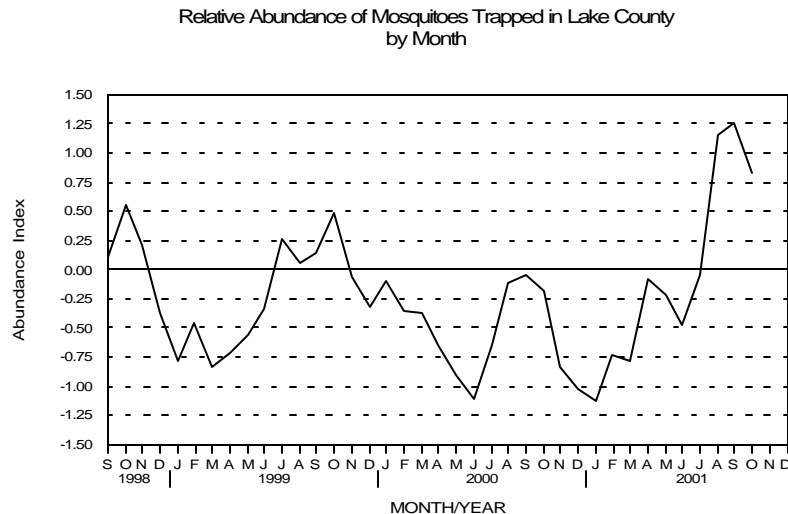
Significant expenditures and staffing changes. Because the county is growing rapidly, some of the road projects that were not previously anticipated to be done for years, need attention now. Historically, Gas Tax revenue has not grown at a rate to keep up with the needed projects. Since it is the responsibility of this Division to monitor the budgets and programs of the Department, the challenge each year is to expense the Gas Tax revenue for road projects where the need is greatest.

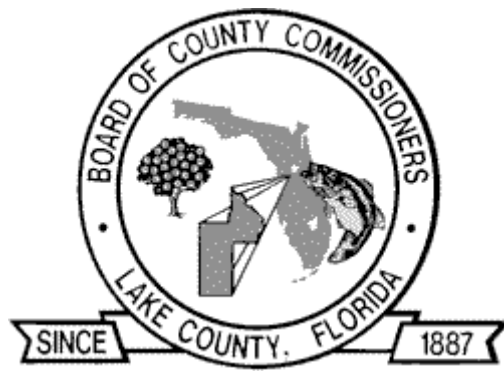
The Mosquito Management Program recently has been faced with the problem of the West Nile mosquito virus invading the county earlier than expected. The spray program for this mosquito had to be accelerated to help control this problem. Because of this, additional funding will probably be needed before year end for this program.

2002 and 2003 KEY ACTION STEPS

Program Goals 1 & 2

- ❖ Evaluate a rapid immunochromatographic assay for qualitative detection of disease-causing pathogens transmitted by arthropod vectors of concern.
- ❖ Publish an Aquatic Plant Management brochure for dissemination to schools, social organizations, and other individuals with an interest in Lake County aquatic plant management activities.





Preserving the Past...

Envisioning the Future

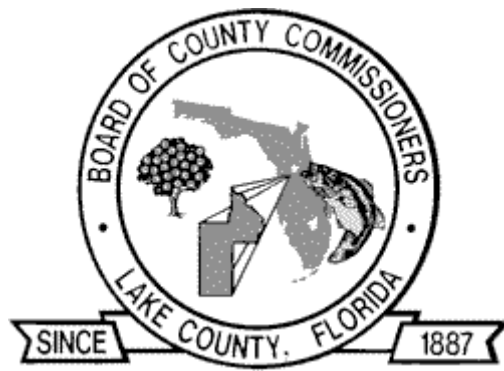


Administrative Services

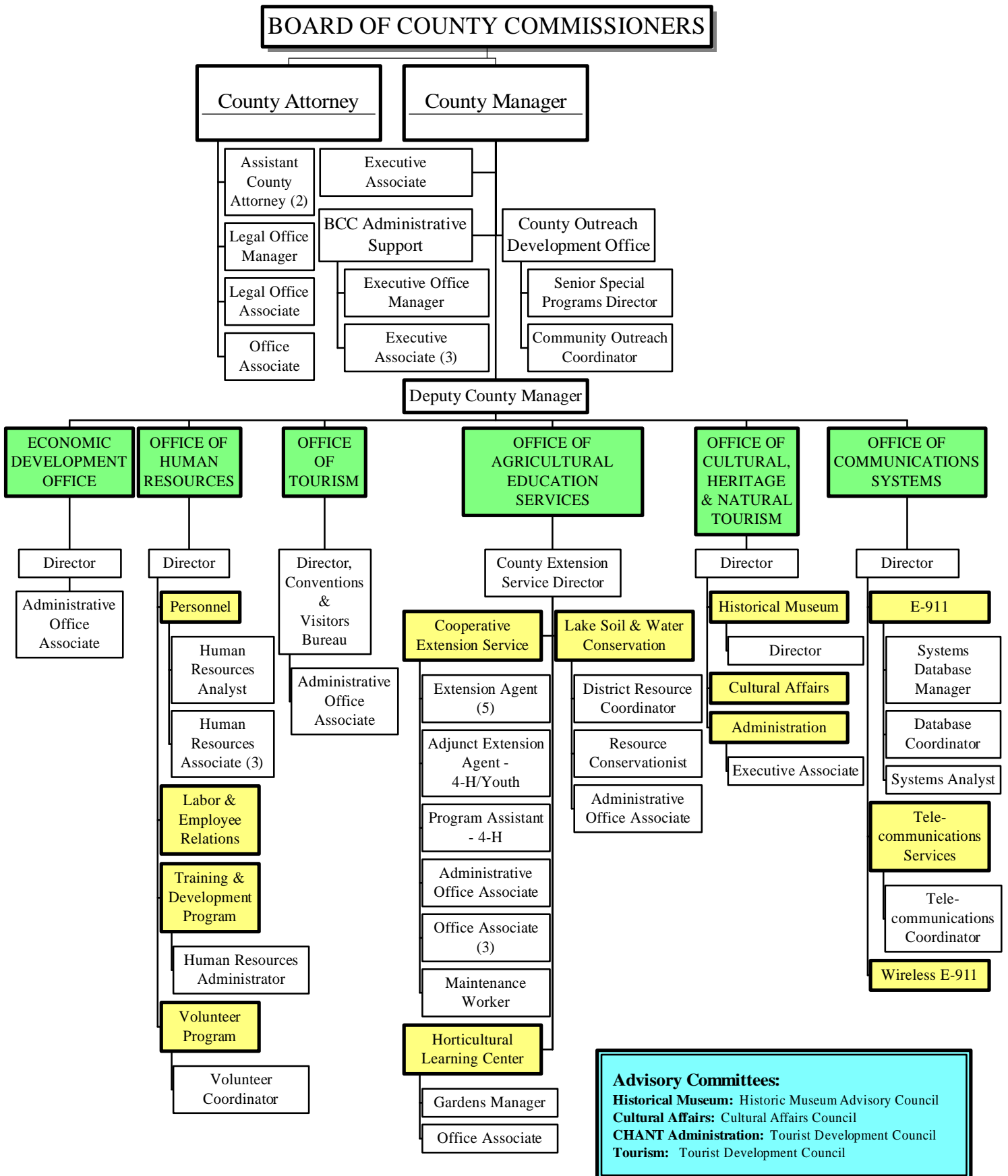
County Commission
County Manager
County Attorney
County Outreach Development
Economic Development
BCC Administrative Support
Human Resources
Agricultural Education Services
Communication Systems
Tourism
Cultural, Heritage, and Natural Tourism



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Administrative Services Organization Chart





Administrative Services



Sanford A. Minkoff
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Economic Development Office

Ava K. Kronz
Senior Special Programs
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Office of Human Resources

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Office of Tourism

David J. Warren
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Office of Agricultural Education Services

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County Extension Service
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Office of Communications Systems

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Communications Systems
Director



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LEGISLATIVE AND EXECUTIVE OFFICES

MISSION

To provide the highest quality service by developing common goals with the public through a commitment to excellence, integrity, teamwork and caring. To continue to be innovative and creative in providing services.

Preserving the past. Preserve our history so it is a part of our lives for generations to come; preserve our parks and green spaces; preserve our country atmosphere and small town feel.

Envisioning the future. Lake County should be a safe and healthy community in which our children and families can grow. Our County should have an economic base that provides well-paying jobs so residents can enjoy the quality life they desire. The County must retain a healthy and strong environment which continues to support wildlife, lakes and streams and an atmosphere of peace and relaxation.

BENCHMARK

Develop and implement policies and program alternatives consistent with the interests and desires of the Citizens of Lake County and provide leadership and administrative support to assist the County organization in promoting professional and organizational development.

SERVICES

The Legislative and Executive Offices consist of: the *Board of County Commissioners (BCC); County Manager; County Attorney; Economic Development Office; County Outreach Development Office;* and *BCC Administrative Support*, which includes Elder Affairs.

FISCAL YEARS 2000 AND 2001 RESULTS AND OUTCOMES

The following is an executive summary of the results of offices major initiatives, service efforts, and accomplishments that directly tie to the Board of County Commissioners' Focus Areas and Goals for those fiscal years.

The Economic Development Office successfully renegotiated a State Grant Agreement enabling Lake County to retain nearly \$800,000 in grant funding. Through a partnership with Growth Management, the annual Development of Regional Impact update was

completed. The Office sold thirty-two acres in the Lake County Christopher C. Ford Central Park to Home Depot for the development of a 122,000 square foot warehousing and transfer facility.

The County Outreach Development Office held two courses of nine weeks each for the Citizens Academy. The Academy was given an overall rating of "Excellent" by the 43 citizens who attended. Four major teams finished their studies and presented reports to the County Manager and Board of County Commissioners: Litter Team (4/10/01), County Administrative Professionals Team (6/19/01), Wellness Team (11/20/01), and Census Team (11/20/01). The E-Gov Team presented their Strategic Plan to the County Manager in August 2000.

BCC Administrative Support produced 37 agendas during Fiscal Year 2001. BCC Administrative Support also organized and produced several annual events, such as Student Government Day, State of the County event and Board retreats.

FY 2002 AND 2003 OFFICES OBJECTIVES

The following is a summary of the offices objectives which tie directly to the FOCUS AREAS of the Board of County Commissioners and are funded within the offices' balanced budgets.

Focus II: Economic and Cultural Base

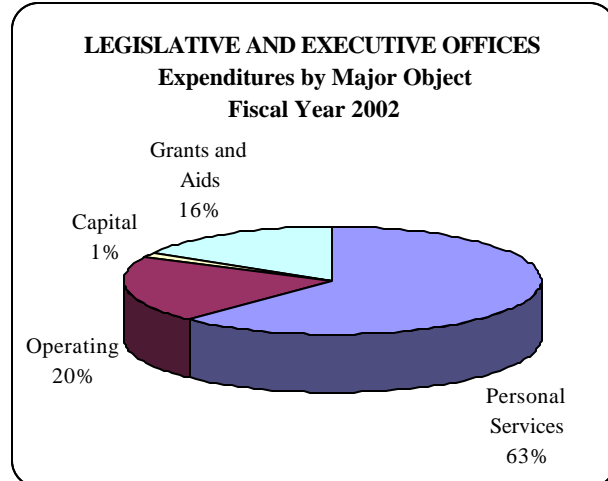
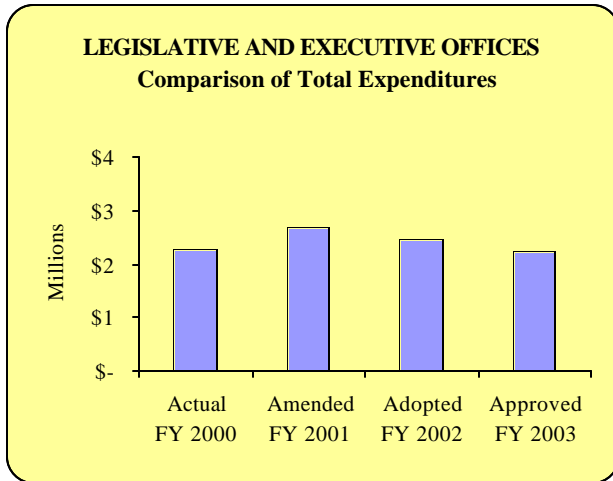
- Increase the number of quality jobs in Lake County utilizing the Jobs Growth Investment Trust Fund.
- Diversify the tax base in Lake County.

Focus IV: Increase Citizen Confidence

- Begin to handle eminent domain cases in-house.
- Develop and implement new internal and external methods of information distribution.
- Complete continuous improvement process reviews of Departments and Offices.
- Expand the County's two websites (Internet and Fasttrack), increasing interactivity thereby enhancing public education/information efforts.



FINANCIAL HIGHLIGHTS



Significant changes. Operating Expenses were reduced by baseline cuts to travel and per diem, office supplies and books, publications and dues in all offices.

Personal Services expenses were reduced in the County Manager's Office by transferring one Executive Associate position (and related Operating Expenses) to BCC Administrative Support and by reclassifying one position.

Capital Outlay expenses were reduced due to equipment purchases in FY 2001 for Outreach Development that will not be made in the next two years and to baseline budget cuts postponing computer replacements.

Grants and Aids were reduced due to baseline cuts to the Jobs Growth Investment (JGI) program in the Economic Development Office. The annual funding for the JGI program for FY 2002 and FY 2003 is funded at \$200,000 each year, which meets the Economic Development Council's Comprehensive Plan minimum. Fiscal Year 2002 also includes an additional \$203,740 carried forward from FY 2001. The carryforward is for awards committed but not yet

Expenditures by Major Object	Actual FY 2000	Amended FY 2001	Adopted FY 2002	Approved FY 2003
Personal Services	\$ 1,402,465	\$ 1,523,423	\$ 1,523,584	\$ 1,571,520
Operating Expenses	414,069	595,613	501,167	459,290
Capital Outlay	20,615	46,596	29,979	-
Grants and Aids	459,476	525,439	403,740	200,000
Total Expenditures	\$ 2,296,625	\$ 2,691,071	\$ 2,458,470	\$ 2,230,810

Staffing by Division	Actual FY 2000	Amended FY 2001	Adopted FY 2002	Approved FY 2003
County Manager	4	3	3	3
Economic Development Office	2	2	2	2
County Attorney	6	6	6	6
County Outreach Development Office	2.5	2.5	2.25	2.25
BCC Administrative Support	3	4	4	4
Total Full-Time Positions	17.5	17.5	17.25	17.25

Board of County Commissioners (elected)	5	5	5	5
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Administrative Services Summary and Highlights
Fiscal Years 2002 and 2003 **Legislative and Executive Offices**

LEGISLATIVE AND EXECUTIVE OFFICES

EXPENDITURES BY PROGRAM	Actual FY 2000	Amended Budget FY 2001	Adopted Budget FY 2002	% Change Over FY 2001	Approved Budget FY 2003
Board Operations	\$ 436,030	\$ 431,790	\$ 435,460	1%	\$ 456,704
County Manager	358,881	381,346	269,437	(29%)	279,532
Economic Development	753,242	844,112	735,744	(13%)	541,061
Elder Affairs	-	62,838	36,600	(42%)	-
County Attorney	402,831	435,513	466,281	7%	488,362
Outreach Development	181,848	315,127	263,789	(16%)	204,220
BCC Administrative Support	163,794	220,345	251,159	14%	260,931
Total General Fund	<u>\$ 2,296,626</u>	<u>\$ 2,691,071</u>	<u>\$ 2,458,470</u>		<u>\$ 2,230,810</u>
% Change			(9%)		(9%)

REVENUES BY SOURCE	Actual FY 2000	Amended Budget FY 2001	Adopted Budget FY 2002	% Change Over FY 2001	Approved Budget FY 2003
General Fund:					
Elder Affairs Grant	\$ 5,000	\$ 10,000	\$ -	(100%)	\$ -
Outreach - Permitting Grant	-	49,910	-	(100%)	-
Outreach - Donations	1,030	9,050	-	(100%)	-
Outreach - Transfer In	27,298	-	-	0%	-
Transfer from Central Park Fund	25,000	25,000	25,000	0%	25,000
General Fund Funding	2,238,298	2,597,111	2,433,470		2,205,810
% Change			(6%)		(9%)
Total Revenues	<u>\$ 2,296,626</u>	<u>\$ 2,691,071</u>	<u>\$ 2,458,470</u>	(9%)	<u>\$ 2,230,810</u>



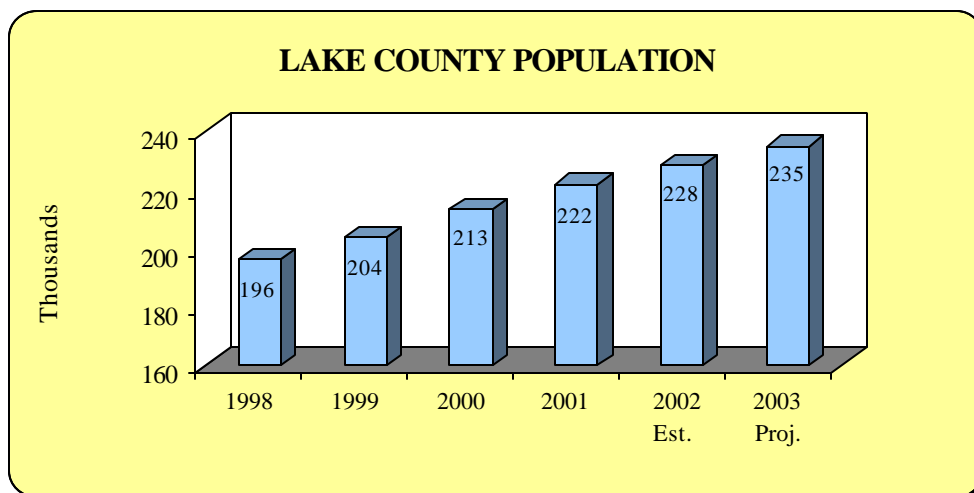
COUNTY COMMISSION

EXPENDITURES	Actual FY 2000	Amended Budget FY 2001	Adopted Budget FY 2002	% Change Over FY 2001	Approved Budget FY 2003
Personal Services	\$ 366,457	\$ 391,580	\$ 396,294	1.2%	\$ 416,108
Operating Expenses	69,573	40,210	39,166	(3%)	40,596
Total Expenditures	<u>\$ 436,030</u>	<u>\$ 431,790</u>	<u>\$ 435,460</u>	1%	<u>\$ 456,704</u>
<i>Elected Officials</i>	5	5	5		5

Significant expenditures and staffing changes. Two new Commissioners were invested during Fiscal Year 2001. The Board Focus Areas were revised in December 2001. County Commissioners' compensation is mandated by the State of Florida. Operating Expenses were reduced with baseline budget cuts in travel and per diem.

Lake County Board of County Commissioners Focus Areas:

- I. To maintain a sustainable environment for current and future generations in Lake County.
- II. To maintain an economic base and the infrastructure needed which will allow our citizens the ability to enjoy optimum employment, varied cultural opportunities, and a quality standard of living.
- III. To nourish our communities enabling all residents to enjoy an aesthetically pleasing, safe, abundant and healthy lifestyle.
- IV. To increase citizen confidence in Lake County government.



**COUNTY MANAGER**

Description: To provide the highest quality service by developing common goals with the public through a commitment to excellence, integrity, teamwork and caring.

Performance Indicators:	Actual 2000	Estimated 2001	Target 2002	Target 2003
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FOCUS AREA IV: Increase Citizen Confidence

Program Goal 1: To provide quality customer service that is responsive in a timely manner.

[FOCUS IV (A)]

Objective: To resolve citizens' concerns and requests within five working days of receipt, 100% of the time.

Measures:

Number of citizens' concerns and requests	60	67	75	78
Number resolved within 5 working days	59	67	75	78
% resolved within 5 working days	99%	100%	100%	100%

**COUNTY MANAGER**

EXPENDITURES	Actual FY 2000	Amended Budget FY 2001	Adopted Budget FY 2002	% Change Over FY 2001	Approved Budget FY 2003
Personal Services	\$ 320,836	\$ 349,938	\$ 246,307	(30%)	\$ 259,702
Operating Expenses	26,081	31,408	19,130	(39%)	19,830
Capital Outlay	11,964	-	4,000	100%	-
Total Expenditures	<u>\$ 358,881</u>	<u>\$ 381,346</u>	<u>\$ 269,437</u>	<u>(29%)</u>	<u>\$ 279,532</u>
<i>Authorized Full-Time Positions</i>	4	3	3		3

Significant expenditures and staffing changes. Personal Services expenses were reduced starting June of FY 2001 by transferring one Executive Associate position to the Board of County Commissioners Administrative Support to fill a need in that Section. A further reduction was made to FY 2002 and 2003 by reclassifying a position. Operating Expenses were reduced for expenses related to the transferred position and through baseline budget cuts to various line items. Capital Outlay was increased in FY 2002 for computer equipment.

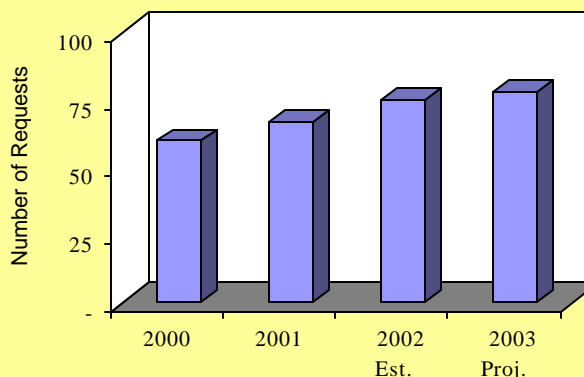
2002 and 2003 KEY ACTION STEPS**Program Goal 1**

- ❖ Staff to attend various customer service, quality and technical training throughout FY 2002 and FY 2003.

DID YOU KNOW?

The County Manager is responsible for six Offices and eight Departments with a total of 34 Divisions.

There are 666 approved full-time BCC positions for Fiscal Year 2002.

NUMBER OF CITIZENS' REQUESTS

**COUNTY ATTORNEY**

EXPENDITURES	Actual FY 2000	Amended Budget FY 2001	Adopted Budget FY 2002	% Change Over FY 2001	Approved Budget FY 2003
Personal Services	\$ 370,454	\$ 404,921	\$ 441,360	9%	\$ 463,428
Operating Expenses	25,293	29,392	24,921	(15%)	24,934
Capital Outlay	7,084	1,200	-	(100%)	-
Total Expenditures	<u>\$ 402,831</u>	<u>\$ 435,513</u>	<u>\$ 466,281</u>	7%	<u>\$ 488,362</u>
<i>Authorized Full-Time Positions</i>	6	6	6		6

Significant expenditures and staffing changes. Personal Services increased due to promotions, annual merit raises and an adjustment based on salary studies. Operating Expenses decreased due to baseline budget cuts in several line items including travel, office supplies and books, publications and dues. Capital Outlay decreased due to baseline budget cuts postponing computer replacements.

2002 and 2003 KEY ACTION STEPS**Focus Area IV: Increase Citizen Confidence**

- ❖ Enhance and update monthly employee orientation seminars for public records and ethics.
- ❖ Present a seminar on public records (Sunshine Law) and ethics to Boards, Committees, and Cities.
- ❖ Begin to handle eminent domain cases in-house.
- ❖ Conduct a study in conjunction with the Department of Fiscal and Administrative Services to determine if handling some tort and other litigation in-house would be more economical for the County.

**COUNTY OUTREACH DEVELOPMENT**

Description: To develop an internal organization which focuses on quality customer service and establishes programs which strengthens communications throughout our organization and the Lake County community.

Performance Indicators:	Estimated 2001	Target 2002	Target 2003
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FOCUS AREA IV: Increase Citizen Confidence

Program Goal 1: To develop the Quality Focus Group into a quality training and communications tool to further implement the quality criteria in County departments. **(Focus IV (B), (D))**

Objective: To increase organizational involvement in quality by those attending the Sterling Conference.

Measures:

Number of meetings held	New	4	4
Number of members in attendance at each meeting	New	25	45
Number of process reviews initiated per member	New	2	4
% of process improvements implemented	New	75%	85%
% of process reviews concerning external customer service programs	New	50%	95%

Program Goal 2: Maintain an appropriate level of customer satisfaction. **[FOCUS IV (B)]**

Objectives: Maintain the level of customer satisfaction rate of 90% with County programs.

Measures:

Point of Service Surveys (POS)	New	Daily	Daily
% Very Satisfied on POS surveys	New	85%	90%

Program Goal 3: Develop a land management program to accept and/or dispose of properties which have been acquired by Code Enforcement foreclosures, tax deeds, property sales, donations, etc. **[FOCUS IV (D)]**

Objectives: To complete legal process necessary to place unneeded properties back on the tax rolls within six months of acquisition.

Measures:

At least 10% of land not currently being used for a County purpose will be sold/donated in order to place them back on the tax rolls by year end	New	10%	10%
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**COUNTY OUTREACH DEVELOPMENT OFFICE**

EXPENDITURES	Actual FY 2000	Amended Budget FY 2001	Adopted Budget FY 2002	% Change Over FY 2001	Approved Budget FY 2003
Personal Services	\$ 130,654	\$ 138,612	\$ 154,094	11%	\$ 132,303
Operating Expenses	49,627	131,119	85,616	(35%)	71,917
Capital Outlay	1,567	45,396	24,079	(47%)	-
Total Expenditures	<u>\$ 181,848</u>	<u>\$ 315,127</u>	<u>\$ 263,789</u>	<u>(16%)</u>	<u>\$ 204,220</u>
<i>Authorized Full-Time Positions</i>	<i>2.5</i>	<i>2.5</i>	<i>2.25</i>		<i>2.25</i>

Significant expenditures and staffing changes. Personal Services increased due to full year budget starting FY 2002 for the Office Director's promotion to Senior Director in April 2001. Operating Expenses were reduced through baseline budget cuts to various line items. Capital Outlay was reduced in FY 2002 and FY 2003 due to equipment purchased in FY 2001 that will not need to be replaced in the next two years.

2002 and 2003 KEY ACTION STEPS**Program Goal 1**

- ❖ Develop a Quality Strategic Plan by September 30, 2002.

Program Goal 2

- ❖ Ongoing Point of Service Customer Surveys will be continued through September 2002.

Program Goal 3

- ❖ A Land Management Procedure Manual will be developed by September 30, 2002.
- ❖ At least 10% of those County-owned lands not currently being used for a County purpose will be sold to place them back on the tax rolls by September 30, 2002.

**ECONOMIC DEVELOPMENT**

Description: The Economic Development Office seeks to create optimum employment opportunities for the citizens of Lake County by increasing the annual average hourly wage for all residents and by increasing the number of quality jobs. The Economic Development Office assists in maintaining a low ad valorem tax rate by diversifying the tax base inventory and generating major capital investment in Lake County.

Performance Indicators:	Estimated 2001	Target 2002	Target 2003
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FOCUS AREA II: Economic and Cultural Base

Program Goal 1 : Develop and implement a plan to expand job creation. **[FOCUS AREA II]**

Objective: To increase the number of jobs paying at least 110% of the average hourly wage in Lake County.

Measures:

Number of jobs attracted to Lake County through the JGI program	86	175	200
Lake County average hourly wage	\$10.90	\$10.90	\$11.10
Average wage paid by JGI recipients	\$21.63	\$22.70	\$23.30
% of average hourly wage	98%	108%	110%
Dollars invested in Lake County by JGI recipients	\$3,050,000	\$3,000,000	\$4,500,000

Program Goal 2: Increase the sale of the remainder of parcels in the Christopher C. Ford Central Park to new or expanding businesses. **[FOCUS II]**

Objective: Sell at least 5 parcels of land in the Central Park each year.

Measures:

Number of parcels sold in Park	1	5	5
% of total available land sold	5%	27%	56%
Remaining available parcels in Park	19	14	9
Additional square feet built in Park	122,000	100,000	100,000

**ECONOMIC DEVELOPMENT**

EXPENDITURES	Actual FY 2000	Amended Budget FY 2001	Adopted Budget FY 2002	% Change Over FY 2001	Approved Budget FY 2003
Personal Services	\$ 97,064	\$ 102,483	\$ 106,853	4%	\$ 112,370
Operating Expenses	196,702	216,190	223,251	3%	228,691
Capital Outlay	-	-	1,900	100%	-
Grants and Aids	459,476	525,439	403,740	(23%)	200,000
Total Expenditures	<u>\$ 753,242</u>	<u>\$ 844,112</u>	<u>\$ 735,744</u>	<u>(13%)</u>	<u>\$ 541,061</u>
<i>Authorized Full-Time Positions</i>	<i>2</i>	<i>2</i>	<i>2</i>		<i>2</i>

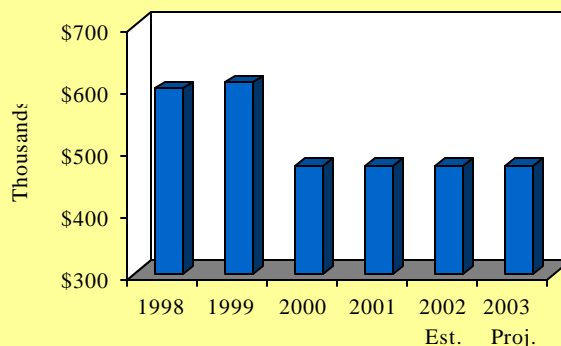
Significant expenditures and staffing changes. Grants and Aids was reduced due to Jobs Growth Investment Program funding at \$200,000 each for Fiscal Years 2002 and 2003, which meets the minimum funding in the Economic Development Councils' Comprehensive Plan. Fiscal Year 2002 includes an additional \$203,704 carryforward from Fiscal Year 2001 for funds that have been committed, but not yet earned.

2002 and 2003 KEY ACTION STEPS**Program Goals 1& 2**

- ❖ The JGI Procedure will be amended to simplify the process and to ensure consistency in application.
- ❖ In a partnership with EDC of Mid-Florida, a marketing plan for Lake County will be developed and implemented

DID YOU KNOW?

After completion of the pending projects in the Christopher C. Ford Central Park, there will be 1,331,472 square feet of industrial development in Lake County.

**JOB GROWTH INCENTIVE PROGRAM
Dollars Awarded to Companies**

**BCC ADMINISTRATIVE SUPPORT**

Description: Provide administrative support services to the Board of County Commissioners. Communicate to the County Manager and operating departments on County matters. Disseminate information to the general public and media. Coordinate and publicize official meetings and functions of the Board. Maintain and update all Boards and Committees under the umbrella of the Board of County Commissioners.

	Actual	Estimated	Target	Target
Performance Indicators:	2000	2001	2002	2003

FOCUS AREA IV: Increase Citizen Confidence

Program Goal 1: Provide professional administrative support to the Board of County Commissioners and staff.
[FOCUS IV (B)]

Objective: To act as communication liaison between the Board and public, whereby all communications relayed to the Board within 48 hours at least 95% of the time.

Measures:

Number telephone calls received and referred to Commissioners	New	4,992	5,241	5,517
Number citizen service requests processed	New	84	89	92
% relayed to Board within 48 hours	New	85%	95%	96%

Program Goal 2: Provide professional administrative support to the Board of County Commissioners enabling them to respond to citizens' requests in a timely manner. [FOCUS IV (E)]

Objective: To forward all Citizens' service requests within 2 working days 100% of the time.

Measures:

Number of requests	New	95	104	110
Number responded to within 2 working days	New	95	104	110
% responded to within 2 working days	New	100%	100%	100%

Program Goal 3: Maintain and update all Boards and Committees under the umbrella of the Board. [FOCUS IV (D)]

Objective: Advertise all Board of County Commissioners' committee vacancies in print and on the Internet in order to interest more citizens to apply for volunteer committee positions.

Measures:

Number ads placed through Board Office	New	12	14	16
Number applications received	New	144	148	154

**BCC ADMINISTRATIVE SUPPORT**

EXPENDITURES	Actual FY 2000	Amended Budget FY 2001	Adopted Budget FY 2002	% Change Over FY 2001	Approved Budget FY 2003
Personal Services	\$ 117,000	\$ 135,889	\$ 178,676	31%	\$ 187,609
Operating Expenses	46,793	147,294	109,083	(26%)	73,322
Total Expenditures	<u>\$ 163,793</u>	<u>\$ 283,183</u>	<u>\$ 287,759</u>	2%	<u>\$ 260,931</u>
<i>Authorized Full-Time Positions</i>	<i>3</i>	<i>4</i>	<i>4</i>		<i>4</i>

Note: Expenditures include Elder Affairs.

Significant expenditures and staffing changes. The Office of Elder Affairs Operating Expenses of \$63,838 are included in FY 2001 Amended Budget. However, much of the FY 2001 Elder Affairs budget will not be spent because the Elder Ready Study Committee is still developing program proposals at this time. Accordingly, \$36,600 was budgeted for the first six months of FY 2002 and will be reviewed at mid-year for additional funding.

During FY 2001, a part-time Office Associate position was eliminated and a full-time Executive Associate position was transferred from the County Manager's Office, resulting in an increase in Personal Services in Administrative Support.

2002 and 2003 KEY ACTION STEPS**Program Goal 1 & 2**

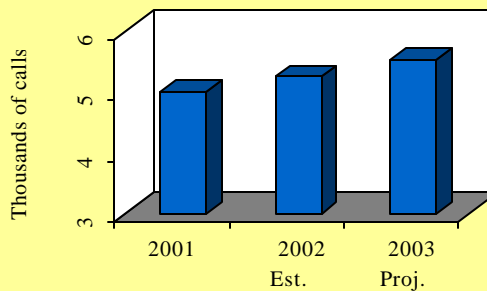
- ❖ Develop a handbook for new Commissioners.
- ❖ Attend additional training to ensure quality customer service.

DID YOU KNOW?

Lake County has 25 Boards and 239 Citizens participating in the government process.

There are a total of 286 volunteer committee positions.

**NUMBER OF TELEPHONE CALLS
REFERRED TO COMMISSIONERS**





OFFICE OF HUMAN RESOURCES

MISSION

To be a nationally recognized leader in local government services by recruiting, training, and developing outstanding employees, interns, and volunteers serving the citizens of Lake County.

BENCHMARK

Qualified candidates meeting all pre-employment criteria are processed in no more than seven working days from receipt of the Conditional Offer of Employment to contact for the physical examination.

SERVICES

The Divisions within the Office are: Personnel, Labor and Employee Relations, the Volunteer Program, and the Training and Development Program. The *Personnel Division* recruits qualified employees and ensures that personnel practices are fairly and equitably administered. The Division is also responsible for maintaining official employee personnel records in accordance with State and local laws. The *Volunteer Program Division* maintains the countywide program that encompasses recruitment, assessment, training, and retention of volunteers within Lake County. This Division enables the various County departments and offices to operate more efficiently through the use of volunteers and interns. The *Labor and Employee Relations Division* coordinates and facilitates the grievance and appeals-handling process, as well as the programs for employee recognition and rewards. The *Training and Development Program Division* administers training for employees and provides to them information about advancement and educational opportunities.

FISCAL YEARS 2000 AND 2001 RESULTS AND OUTCOMES

The following is an executive summary of the results of the Office's major initiatives, service efforts, and accomplishments, which directly tie to the Board of County Commissioners' Focus Areas and Goals for those fiscal years.

During FY 2000, the Personnel Division successfully implemented the performance-based merit program. This program ensures that an employee's compensation is dependent on an evaluation of their performance during the year. In FY 2001, goals were added to the evaluation process, thereby giving employees incentives to further their professional goals, their department's objectives, and the County's mission. In addition, this Division participated in several career fairs and job fairs in the area to increase local-level recruitment.

During FY 2000, the Labor and Employee Relations Division began implementation of its "Quality of Worklife Survey." This survey of Board of County

Commissioners' employees assessed their attitudes, beliefs, and opinions concerning their working environment. The findings of the survey were presented to the Board of County Commissioners (BCC) in an effort to identify areas for improvement. This survey was also conducted in FY 2001, and the results were compared to those of the FY 2000 survey. This comparison provided a progress report to the BCC.

The Volunteer Program Division successfully implemented the Virtual Volunteering Program for Lake County. This program allows individuals to perform volunteer activities away from County premises. These volunteers have contributed to County efforts by conducting extensive Internet research, designing databases, coordinating upcoming events, and creating event programs and invitations.

The Training and Development Program Division coordinated several in-house computer training courses to help develop software skills of County employees. Additionally, this Division conducted several supervisory training programs to help develop the leadership skills of County Division Directors and Supervisors.

FY 2002 AND 2003 OFFICE OBJECTIVES AND KEY ACTION STEPS

The following is a summary of the Office's objectives and key action steps, which tie directly to the FOCUS AREAS of the Board of County Commissioners and are funded within the Office's balanced budget.

Focus IV: Increase Citizen Confidence

Program Goal 1

- ✍ Maximize on-line recruitment efforts by creating 5 new link partnerships with on-line employment agencies. This will enable link capabilities to the County website's employment section.

Program Goal 2

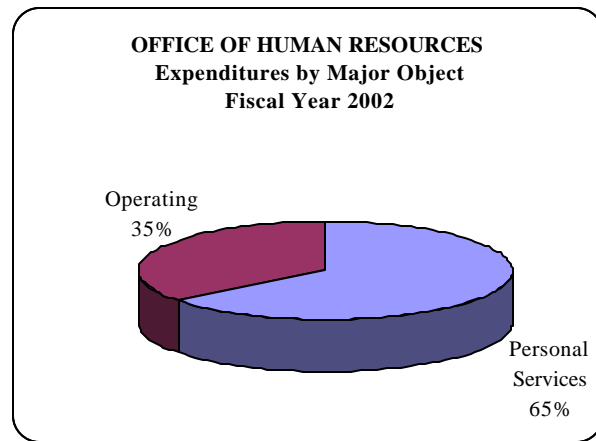
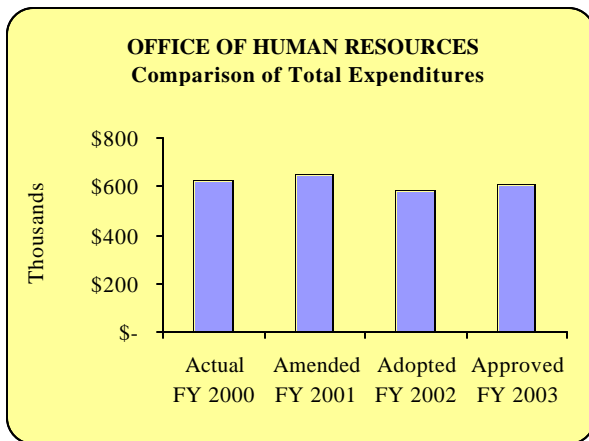
- ✍ Expedite employee processing by revising the Conditional Offer of Employment form which gathers additional information, such as driver's license number, date of birth, and other Equal Employment Opportunity (EEO) information, thereby allowing for faster pre-employment checks of potential employees.

Program Goal 3

- ✍ Enhance volunteer participation by establishing the Internship Program and the Teen Program. The Internship Program will create internship opportunities within County departments and post these jobs on-line. The Teen Program will enable teenagers to volunteer at businesses and events within the County by providing to them a database of available opportunities.



FINANCIAL HIGHLIGHTS



Significant changes. The Office of Human Resources is funded solely by the General Fund. Funding decreased by \$65,059 (10%) in FY 2002 and increased by \$26,417 (4.5%) in FY 2003. The decrease in FY 2002 is due to a \$65,000 reduction in professional services for the Labor and Employee Relations budget. In prior years, the costs of a labor attorney to handle contract negotiations related to the Firefighter's Union Contract was paid out of the General Fund. Beginning in FY 2002, the costs for these attorney services will be budgeted in the County Fire Control Fund.

The slight increase in the budget for FY 2003 is primarily attributable to merit-based increases in the salaries of the seven employees within the Office.

Expenditures by Major Object	Actual FY 2000	Amended FY 2001	Adopted FY 2002	Approved FY 2003
Personal Services	\$ 332,535	\$ 374,210	\$ 376,096	\$ 394,149
Operating Expenses	281,041	273,490	206,545	214,909
Capital Outlay	10,271	-	-	-
Total Expenditures	\$ 623,847	\$ 647,700	\$ 582,641	\$ 609,058

Staffing by Division	Actual FY 2000	Amended FY 2001	Adopted FY 2002	Approved FY 2003
Personnel	5	5	5	5
Volunteer Program	1	1	1	1
Training and Development Program	1	1	1	1
Total Full-Time Positions	7	7	7	7

**OFFICE OF HUMAN RESOURCES**

Description: The Office of Human Resources recruits and processes new employees for all departments operating under the Board of County Commissioners. Other responsibilities include: establishing training programs, maintaining employee records, administering salaries and wages, establishing personnel policies and procedures, and facilitating labor relations.

Performance Indicators:	Actual 2000	Estimated 2001	Target 2002	Target 2003
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FOCUS AREA IV: Increase Citizen Confidence

Program Goal 1: To fill vacant positions in a timely manner. [FOCUS IV (D)]

Objective: To post announcements of vacant positions within 7 working days 98% of the time.

Measures:

Number of requests to fill (RTF) an employment position	236	275	300	300
Number of RTF generating a job posting, that have been posted within 7 working days	215	270	294	294
% of RTF generating a job posting, that have been posted within 7 working days	91%	98%	98%	98%

Program Goal 2: To complete employee processing, from distribution of the Conditional Offer of Employment to initial contact for sign-up, in a timely manner. [FOCUS IV (D)]

Objective: To complete employee processing, from distribution of the Conditional Offer of Employment to initial contact for sign-up, within 7 working days 91% of the time.

Measures:

Number of new hires	152	120	150	170
Number processed within 7 working days	120	109	137	155
% processed within 7 working days	79%	91%	91%	91%
Average processing time (days)	4.68	4.68	4.68	4.68

Program Goal 3: To recruit, train, and retain quality volunteers. [FOCUS IV (D)]

Objective: To have volunteers complete their volunteer commitment 85% of the time.

Measures:

Number of volunteers committed to specific goals	60	65	71	75
Number who complete their commitment	51	55	60	64
% who complete their commitment	85%	85%	85%	85%



OFFICE OF HUMAN RESOURCES

EXPENDITURES BY PROGRAM	Actual FY 2000	Amended Budget FY 2001	Adopted Budget FY 2002	% Change Over FY 2001	Approved Budget FY 2003
General Fund					
Personnel	\$ 424,094	\$ 371,349	\$ 370,663	(0.2%)	\$ 387,613
Labor and Employee Relations	55,857	125,000	67,584	(45.9%)	71,904
Volunteer Program	53,956	60,420	60,551	0.2%	60,958
Training and Development Program	89,940	90,931	83,843	(7.8%)	88,583
Total General Fund	\$ 623,847	\$ 647,700	\$ 582,641		\$ 609,058
% Change			(10.0%)		4.5%

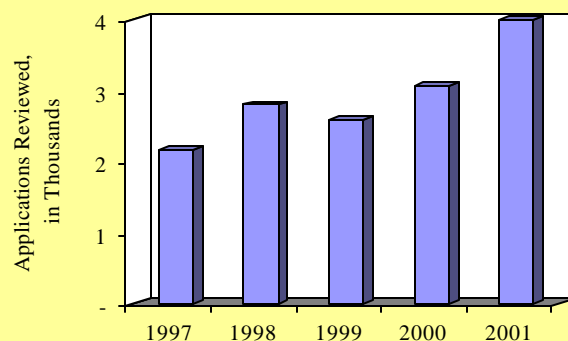
REVENUES BY SOURCE	Actual FY 2000	Amended Budget FY 2001	Adopted Budget FY 2002	% Change Over FY 2001	Approved Budget FY 2003
General Fund					
Miscellaneous Revenue	\$ 1,550	\$ -	\$ -	0.0%	\$ -
General Fund Funding	622,297	647,700	582,641		609,058
% Change			(10.04%)		4.53%
Total Revenues	\$ 623,847	\$ 647,700	\$ 582,641	(10.0%)	\$ 609,058

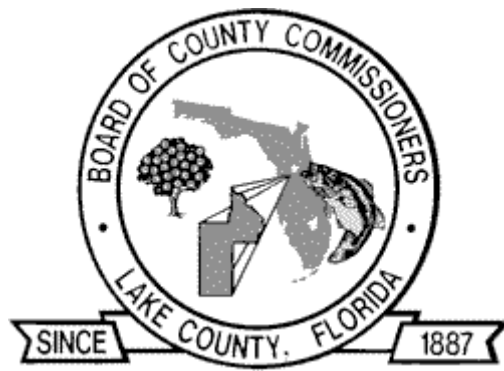
DID YOU KNOW?

Lake County Board of County Commissioners, one of the largest employers in the County, currently has over 650 employees.

The average age of Lake County Board of County Commission employees is 43 years old, with an average length of service of 5.9 years.

LAKE COUNTY GOVERNMENT
NUMBER OF APPLICATIONS REVIEWED
FOR OPEN POSITIONS







OFFICE OF AGRICULTURAL EDUCATION SERVICES

MISSION

To make knowledge in agriculture, human and natural resources, and the life sciences accessible to citizens.

BENCHMARK

Achieve and maintain an annual satisfaction rate of 75% of citizens who think that the information they receive from the Extension Service is up-to-date, accurate, delivered in a timely manner, relevant to their situation, easy to understand, and useful.

SERVICES

The Divisions within the Office are: *Cooperative Extension Service*, which exists to teach new techniques of sewing, food preparation and preservation, home repairs, and gardening, *Horticultural Learning Center*, which develops programs in horticulture, gardening, and landscape design, and *Soil and Water Conservation*, which provides information and assistance in solving conservation issues.

FISCAL YEARS 2000 AND 2001 RESULTS AND OUTCOMES

The following is an executive summary of the results of the Office's major initiatives, service efforts, and accomplishments which directly tie to the Board of County Commissioners' Focus Areas and Goals for those fiscal years.

During FY 2001, the Cooperative Extension Service Division began a project to evaluate the use of reclaimed urban water to irrigate agricultural crops. The Division began production of test plots of citrus, deciduous fruits, and forage grasses, and the project will continue into FY 2002. The Division also worked in cooperation with agricultural employers to help them comply with federal Environmental Protection Agency (EPA) Worker Protection Standards for pesticides. The Division trained local commercial pesticide applicators for state-required certification examinations. More than 120 applicator exams were administered.

The Horticultural Learning Center Division worked to create a website in FY 2001. The site allows Internet users to view all plants in the gardens and even take a

virtual tour of the Discovery Gardens. In addition, this Division introduced Discovery Tutors to the area. This group of volunteers has been trained to conduct educational programs for homeowners, garden enthusiasts, educators, and schoolchildren. In FY 2001, the Discovery Tutors instructed more than 800 children and 1500 adults in more than 70 educational programs.

During FY 2001, the Soil and Water Conservation Division worked to secure funding for the Prescription Water Conservation (PWC) program, scheduled for implementation by FY 2003. This program will enable the Division to act as a mobile irrigation laboratory to identify sources of water and evaluate the efficiency of its use. In addition to the PWC program, the Division also implemented several educational programs and events for County schools. Through such programs as the Envirothon, Land Judging, and speaking and poster contests, students learn about soil composition, aquatics, and conservation practices.

FY 2002 AND 2003 OFFICE OBJECTIVES

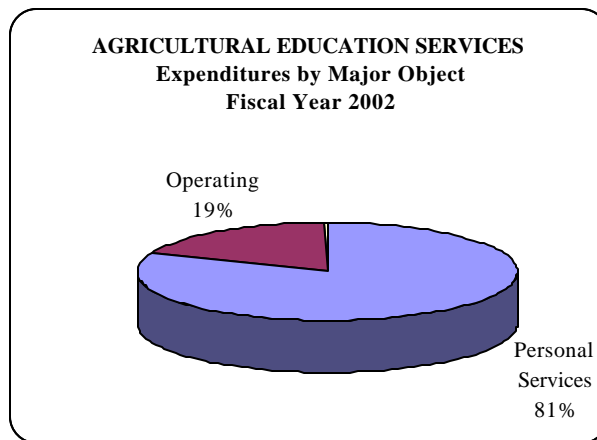
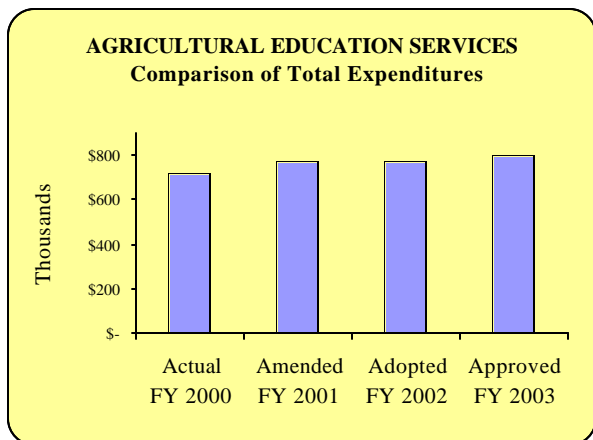
The following is a summary of the Office's objectives which tie directly to the FOCUS AREAS of the Board of County Commissioners and are funded within the Office's balanced budget.

Focus III: Nourish Communities

- ✍ Provide educational programs to assist commercial pesticide applicators in using safe, environmentally sound practices to meet federal and state certification standards.
- ✍ Increase commercial producers' efficiency in production through educational programs, integrated pest management practices, and water and fertilization management.
- ✍ Increase 4-H Club membership through school enrichment and after-school programs, community clubs, and short-term projects. Recruit additional adult volunteers to support program growth.
- ✍ Encourage consumer awareness of safe food selection, preparation, storage, and handling procedures through educational programs.
- ✍ Continue to develop and maintain an educational demonstration garden that services the needs of the citizenry in learning proper techniques for establishment and maintenance of landscapes.
- ✍ Implement the current proposal to assist the Department of Environmental Protection (DEP) in land management activities to ensure proper use of natural resources.



FINANCIAL HIGHLIGHTS



Significant changes. The budget for the Office of Agricultural Education Services is funded solely by the General Fund. Funding for the budget increased slightly by \$3,115 (0.4%) in FY 2002 and \$24,875 (3.2%) in FY 2003. Budget changes include: increased funds for operations of the 4-H Clubs and the Equine Program due to the carryforward of unused donation money from the prior year; increased repairs and maintenance costs in the Horticultural Learning Center for a tractor and other equipment; and additional funds for the printing of newsletters due to an increase in the number of subscribers.

Expenditures by Major Object	Actual FY 2000	Amended FY 2001	Adopted FY 2002	Approved FY 2003
Personal Services	\$ 559,293	\$ 613,308	\$ 628,417	\$ 659,841
Operating Expenses	127,840	155,198	144,954	138,405
Capital Outlay	28,990	1,750	-	-
Grants and Aids	2,500	2,500	2,500	2,500
Total Expenditures	\$ 718,623	\$ 772,756	\$ 775,871	\$ 800,746

Staffing by Division	Actual FY 2000	Amended FY 2001	Adopted FY 2002	Approved FY 2003
Cooperative Extension Service	13	13	13	13
Soil and Water Conservation	3	3	3	3
Horticultural Learning Center	2	2	2	2
Total Full-Time Positions	18	18	18	18



OFFICE OF AGRICULTURAL EDUCATION SERVICES

EXPENDITURES BY PROGRAM	Actual FY 2000	Amended Budget FY 2001	Adopted Budget FY 2002	% Change Over FY 2001	Approved Budget FY 2003
General Fund					
Cooperative Extension Service	\$ 449,109	\$ 514,249	\$ 505,830	(1.6%)	\$ 518,096
Soil and Water Conservation	165,536	153,693	160,032	4.1%	167,940
Horticultural Learning Center	103,978	104,814	110,009	5.0%	114,710
Total General Fund	<u>\$ 718,623</u>	<u>\$ 772,756</u>	<u>\$ 775,871</u>		<u>\$ 800,746</u>
% Change			0.4%		3.2%

REVENUES BY SOURCE	Actual FY 2000	Amended Budget FY 2001	Adopted Budget FY 2002	% Change Over FY 2001	Approved Budget FY 2003
General Fund:					
Cooperative Extension Service	\$ 1,665	\$ -	\$ -	0.0%	\$ -
General Fund Funding	716,958	772,756	775,871		800,746
% Change			0.40%		3.21%
Total Revenues	<u>\$ 718,623</u>	<u>\$ 772,756</u>	<u>\$ 775,871</u>	0.4%	<u>\$ 800,746</u>

These Lake County Master Gardeners helped create the Discovery Gardens. The Discovery Gardens are a series of botanical garden areas designed for horticultural education and enjoyment. Programs are offered for homeowners, garden enthusiasts, educators, children, and the horticulture industry. In addition, visitors can take a self-guided tour of the facilities. For more information, phone 352-343-4101.



**COOPERATIVE EXTENSION SERVICE DIVISION**

Description: The Cooperative Extension Service Division supports the County's agricultural, ecological, and human interests through applied research and education. The Division's educational programs respond to local needs.

Performance Indicators:	Actual 2000	Estimated 2001	Target 2002	Target 2003
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FOCUS AREA III: Nourish Communities**FOCUS AREA IV: Increase Citizen Confidence**

Program Goal 1: To create opportunities for citizens to participate in educational programs. [FOCUS III (A,B); IV (A,B,C,D,E)]

Objective: To increase the number of educational programs offered by 3% each year.

Measures:

Number of organized educational opportunities	516	516	531	546
Number of participants in group learning experience	26,893	27,000	27,000	27,000
% of citizens reached by the programs	13%	13%	13%	13%
% of citizens "satisfied" or "very satisfied"	80%	85%	88%	90%

Program Goal 2: To extend professional staff efforts through the use of trained volunteers. [FOCUS IV (D)]

Objective: To maintain or increase the number of volunteers who provide program support for youth and adult educational programs.

Measures:

Number of volunteers	468	470	475	475
Number of volunteer hours	36,177	36,177	36,177	36,180
Personnel dollars saved by using volunteers	\$536,505	\$538,787	\$544,498	\$544,498
Number of citizens reached by volunteers	77,807	78,000	78,000	78,500

Program Goal 3: To respond to all customer requests for information (walk-in, telephone, e-mail, and fax inquiries). [FOCUS IV (A,B,D,E)]

Objective: To reply to customer requests within 48 hours 80% of the time.

Measures:

Number of walk-in customers served	14,228	14,250	14,250	14,250
Number of telephone calls, e-mails, and fax requests answered	24,301	24,300	24,300	24,300
Number of educational materials distributed	92,689	93,000	93,000	93,000
Number of on-site client consultations	601	625	650	650
% of customer requests completed within 48 hours	80%	85%	85%	85%



COOPERATIVE EXTENSION SERVICE DIVISION

EXPENDITURES	Actual FY 2000	Amended Budget FY 2001	Adopted Budget FY 2002	% Change Over FY 2001	Approved Budget FY 2003
Personal Services	\$ 341,779	\$ 387,799	\$ 385,858	(1%)	\$ 405,152
Operating Expenses	99,027	122,200	117,472	(4%)	110,444
Capital Outlay	5,803	1,750	-	(100%)	-
Grants and Aids	2,500	2,500	2,500	0%	2,500
Total Expenditures	<u>\$ 449,109</u>	<u>\$ 514,249</u>	<u>\$ 505,830</u>	<u>(2%)</u>	<u>\$ 518,096</u>
Authorized Full-Time Positions	13	13	13		13

Significant expenditures and staffing changes. The majority of the expenditures for this budget are for office supplies and printing and copying charges related to the production of educational newsletters and other materials. Significant expenditures are also budgeted for the development of educational programs for area residents and school children. The budget for these expenditures has remained relatively constant for the past three fiscal years.

2002 and 2003 KEY ACTION STEPS

Program Goal 1

- ❖ Offer two additional educational programs each month to be taught by seven faculty and one program assistant.

Program Goal 2

- ❖ Conduct two volunteer recruitment functions for prospective 4-H Club leaders and for Master Gardeners by October 2002.

Program Goal 3

- ❖ Increase one Administrative Associate's job duties to include keeping a log of customer requests and periodically monitoring that they are answered within 48 hours.

DID YOU KNOW?

Lake County growers who used the Florida Automated Weather Network (FAWN) data saved an estimated \$265,000, and over 504,000 gallons of water annually.



The Cooperative Extension Service Division works to establish new 4-H Clubs to educate school-age children about agricultural and ecological issues.

**SOIL AND WATER CONSERVATION DIVISION**

Description: The Soil and Water Conservation Division promotes the wise use of Lake County's natural resources by providing assistance and information in soil, water, and related resource conservation issues.

Performance Indicators:	Actual 2000	Estimated 2001	Target 2002	Target 2003
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FOCUS AREA I: Sustainable Environment**FOCUS AREA IV: Increase Citizen Confidence**

Program Goal 1: To increase public confidence in Lake County government by making the Soil and Water Division more visible, and our natural resource information more readily available. **[FOCUS IV (A,E)]**

Objective 1(a): To develop a system to enhance information distribution as a result of inquiries from e-mail, fax, and website requests.

Measures:

Number of information inquiries will be tallied and used as a baseline to measure future years' performance.

Objective 1(b): To increase current distribution of maps, soil information, and other resource conservation materials by 5% annually.

Measures:

Number of materials distributed	575	603	632	661
% increase	0%	5%	5%	5%

Objective 1(c): To increase school, civic, and community presentations by at least 5% annually.

Measures:

Number of school presentations	15	16	18	19
% increase	0%	7%	13%	6%

Program Goal 2: To partner with other agencies to implement a "Prescription Water Conservation" program to greatly enhance our current water conservation activities of systems evaluations, low-volume designs, and irrigation water management. **[FOCUS I (A)]**

Objective: To increase the total water savings and number of participating irrigation systems by 10% by the end of FY 2003.

Measures:

Number of total gallons saved annually	54 Million	56 Million	60 Million	62 Million
Number of irrigation systems	26	27	29	30
% increase over FY 2000	0%	4%	10%	15%

**SOIL AND WATER CONSERVATION DIVISION**

EXPENDITURES	Actual FY 2000	Amended Budget FY 2001	Adopted Budget FY 2002	% Change Over FY 2001	Approved Budget FY 2003
Personal Services	\$ 136,790	\$ 140,810	\$ 152,722	8%	\$ 160,359
Operating Expenses	8,411	12,883	7,310	(43%)	7,581
Capital Outlay	20,335	-	-	0%	-
Total Expenditures	<u>\$ 165,536</u>	<u>\$ 153,693</u>	<u>\$ 160,032</u>	4%	<u>\$ 167,940</u>
<i>Authorized Full-Time Positions</i>	3	3	3		3

Significant expenditures and staffing changes. The majority of the budget consists of Personal Services expenditure for the three employees within the Division. The 8% increase in these expenditures is due to salary adjustments and merit-based increases.

Operating Expenses for the FY 2002 budget decreased due to the cost savings efforts by the Division in the areas of office supplies, communications and freight, and books, publications and dues. Other than this slight change, the budget for this Division has remained relatively constant over the past three years.

2002 and 2003 KEY ACTION STEPS**Program Goal 1**

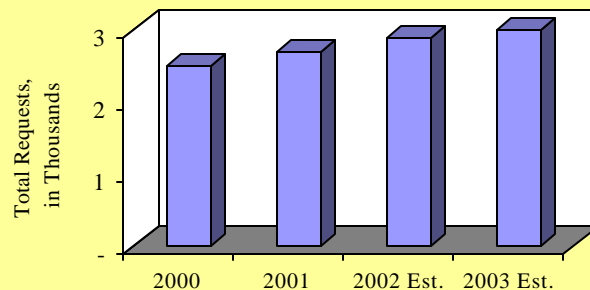
- ❖ Distribute at least 632 maps, soil information documents, and other resource conservation materials during FY 2002.
- ❖ Conduct at least 18 presentations to schools and civic organizations during FY 2002.

Program Goal 2

- ❖ Implement the Prescription Water Conservation (PWC) program to enhance public awareness of current water conservation activities, consisting of systems evaluations, low volume designs, and irrigation water management by September 2002.

DID YOU KNOW?

The Soil and Water Conservation Division works with Lake County schools to promote conservation through programs such as Land Judging, Envirothon, and speech and poster contests.

**TOTAL PROGRAM CONTACTS AND
CUSTOMER ASSISTANCE REQUESTS**

**HORTICULTURAL LEARNING CENTER DIVISION**

Description: The Horticultural Learning Center Division supports the educational mission of the Lake County Extension Service by creating an exemplary garden facility for hands-on training. It promotes the conservation of our limited resources by demonstrating and teaching environmentally-friendly practices for gardening and landscape management.

Performance Indicators:	Actual 2000	Estimated 2001	Target 2002	Target 2003
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FOCUS AREA I: Sustainable Environment**FOCUS AREA III: Nourish Communities**

Program Goal 1: To serve as an Extension Service teaching tool to demonstrate and teach how plants and landscape materials are used and contribute positively to the environment. **[FOCUS I (A); III (A,B)]**

Objective 1(a): To maintain a well-designed learning garden and facility to achieve at least a minimum of a 95% approval rating from visitors and program/activity participants.

Measures:

Number of visitors	5,000	5,000	7,000	8,000
Number of teaching programs	60	60	65	70
Number of teaching program and activity participants	10,000	15,000	18,000	20,000
Approval rating	95%	95%	95%	95%

Objective 1(b): To have program/activity participants adopt one or more of the recommended landscape practices demonstrated and taught in the HLC Discovery Gardens.

Measures:

Number of program and activity participants	5,000	5,000	5,000	7,000
% of participants adopting watering, fertilizing, or pesticide practices	50%	60%	65%	70%

**HORTICULTURAL LEARNING CENTER DIVISION**

EXPENDITURES	Actual FY 2000	Amended Budget FY 2001	Adopted Budget FY 2002	% Change Over FY 2001	Approved Budget FY 2003
Personal Services	\$ 80,724	\$ 84,699	\$ 89,837	6%	\$ 94,330
Operating Expenses	20,402	20,115	20,172	0%	20,380
Capital Outlay	2,852	-	-	0%	-
Total Expenditures	<u>\$ 103,978</u>	<u>\$ 104,814</u>	<u>\$ 110,009</u>	5%	<u>\$ 114,710</u>
<i>Authorized Full-Time Positions</i>	<i>2</i>	<i>2</i>	<i>2</i>		<i>2</i>

Significant expenditures and staffing changes. The majority of the budget for the Horticultural Learning Center is composed of Personal Services expenditures for the salaries of the two employees in the Center. Other significant expenditures include costs for the cultivation and maintenance of the Discovery Gardens and costs for the development of instructional programs for area residents and school children. The budget for these expenditures has been consistent for the past three years.

2002 and 2003 KEY ACTION STEPS**Program Goal 1**

- ❖ Add five new instructional programs to the curriculum for County school children and adults who utilize the gardens as a classroom by August 2002.
- ❖ Revamp existing programs in the current curriculum to include more instructional information on landscape practices for residents.

DID YOU KNOW?

At www.Discoverygarden.ifas.ufl.edu, you can access a database to view all the plants in the Discovery Gardens and even take a virtual tour of the gardens.



The Horticultural Learning Center operates the Discovery Gardens, a series of themed demonstration garden areas designed in a park-like setting to serve as a hands-on learning tool.



OFFICE OF COMMUNICATIONS SYSTEMS

MISSION

To provide the highest quality services to our customers at the most cost-effective rates by means of continuous review of the telecommunications processes and by using available technologies and vendor services.

BENCHMARK

Stay ahead of the technology curve to ensure the greatest use of available funding with the most creative enhancements available. Benchmark Partner: The State of Florida Information and Technology Program, in evaluating the per-unit cost of local and long distance services rendered.

SERVICES

The Divisions within the Office are: Telecommunications, Emergency 911 Services (E-911), and Wireless E-911 Services. The *Telecommunications Division* is responsible for coordinating telephone installations and repairs and providing voice and data telecommunications services for all departments within the County. The *E-911 Services Division* develops and maintains an enhanced 911 emergency telephone system and its interface with the computer-aided dispatch program. This division also has the responsibility of assigning addresses to new construction areas and other properties. The *Wireless E-911 Division* maintains the 911 emergency system for wireless telephone users within the County.

FISCAL YEARS 2000 AND 2001 RESULTS AND OUTCOMES

The following is an executive summary of the results of the Office's major initiatives, service efforts, and accomplishments which directly tie to the Board of County Commissioners' Focus Areas and Goals for those fiscal years.

During FY 2001, the Telecommunications Division successfully completed upgrades of both the County's telephone voicemail system and the County's two main telephone switches. These upgrades will provide faster and more efficient telephone services at a cost savings of \$109,000 over the next five years. In addition, the Division activated an Automatic Call Distributor (ACD) system for the Clerk of Courts Office. The ACD system

forces calls to various pre-determined locations for more flexible call-handling.

The E-911 Services Division successfully completed the 2000 Census, and for the second consecutive year, was recognized for having 100% accuracy in the certification of address records.

During FY 2001, the E-911 Wireless Services Division was re-appointed by Governor Bush to the seven-member Wireless 911 Board for the State of Florida. In addition, the Division began implementation of Phase I of the Automatic Location Identification (ALI) project. This project involves working in cooperation with wireless companies to provide emergency call-takers with geographic locations of the wireless callers. To complete Phase I, the Division prepared all of the County's telecommunications hardware and software to allow for the determination of the caller's number and location. Phase II is scheduled for completion during FY 2003.

FY 2002 AND 2003 OFFICE OBJECTIVES AND KEY ACTION STEPS

The following is a summary of the Office's objectives and key action steps which tie directly to the FOCUS AREAS of the Board of County Commissioners and are funded within the Office's balanced budget.

Focus IV: Increase Citizen Confidence

Program Goals 1 & 2

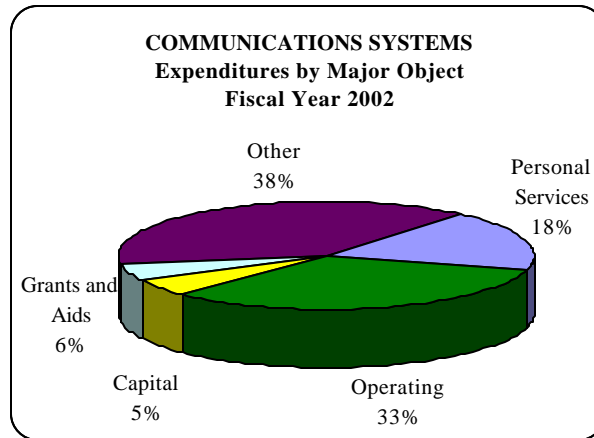
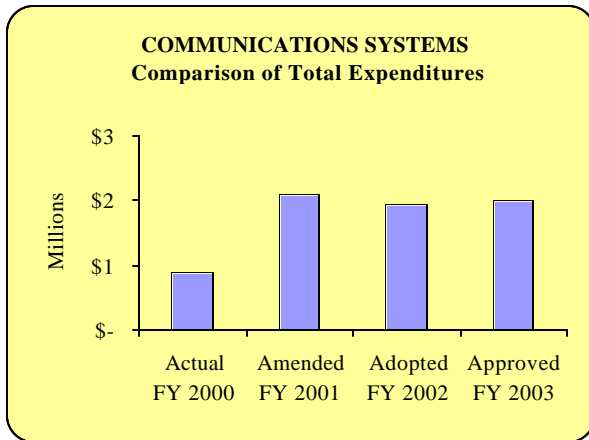
- Hire a new maintenance contractor for the telecommunications system, in an effort to provide better and less expensive telecommunications services within the County.

Program Goal 3

- Complete Phase I of the Automatic Location Identification (ALI) project by the end of September 2002. Completion of this phase will provide 911 call-takers with the wireless user's number and allow for the determination of a general location of the caller.
- Implement and complete Phase II of the ALI project by September 2003. Completion of this phase will allow Public Safety Answering Points (PSAPs) to obtain the call-back number and the location of the user within 125 meters of the actual position.



FINANCIAL HIGHLIGHTS



Significant changes. The Office of Communications Systems is funded by both the General Fund and the Emergency 911 (E-911) Fund. Funding from the General Fund increased slightly by \$5,646 (2%) in FY 2002 and by \$9,681 (3.3%) in FY 2003. The budget increase in FY 2002 reflects the anticipated incurrence of materials costs due to adding, moving, and changing telephone lines within the County's departments/divisions. The increase in FY 2003 is attributable to the expected purchase of three new station cards, which will allow for future growth of County operations.

The operating budget of the Emergency 911 Fund decreased by \$159,335 (8.7%) in FY 2002 and increased by \$37,442 (2.3%) in FY 2003. The decrease in FY 2002 is attributable to two significant expenditures that were made in

FY 2001. A \$50,000 upgrade of the Oracle licensing was funded in FY 2001, which provided Internet access to an unlimited number of users. Additionally, the budget for FY 2001 included \$140,000 in machinery and equipment for modifications to the new Emergency Medical Services (EMS) dispatch building to establish a secure environment for

E-911 operations. As these were one-time only expenditures, the budget for FY 2002 shows a large decrease from the prior year.

The 2.3% increase in funding from the Emergency 911 Fund in FY 2003 is primarily due to performance-based salary adjustments. In addition, there is a \$10,000 increase in the budget for aids to government agencies for the

Expenditures by Major Object	Actual FY 2000	Amended FY 2001	Adopted FY 2002	Approved FY 2003
Personal Services	\$ 313,793	\$ 338,396	\$ 354,182	\$ 371,891
Operating Expenses	366,233	624,510	643,427	644,535
Capital Outlay	141,403	332,664	98,976	35,628
Grants and Aids	12,642	68,100	109,000	119,000
Other (including transfers & reserves)	66,123	745,239	749,635	831,289
Total Expenditures	\$ 900,194	\$ 2,108,909	\$ 1,955,220	\$ 2,002,343

Staffing by Division	Actual FY 2000	Amended FY 2001	Adopted FY 2002	Approved FY 2003
Telecommunications	1	1	1	1
E-911 Services	4	4	4	4
Total Full-Time Positions	5	5	5	5

**OFFICE OF COMMUNICATIONS SYSTEMS**

Description: The Office of Communications Systems provides citizens with rapid, reliable, and convenient access to emergency service agencies through the E-911 telephone system. Other key responsibilities of the Office include: assigning addresses to new properties and providing voice and data telecommunications services to all County facilities.

Performance Indicators:	Actual 2000	Estimated 2001	Target 2002	Target 2003
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FOCUS AREA IV: Increase Citizen Confidence

Program Goal 1: To provide all departments/divisions under the constitutional entities of Lake County with convenient and reliable telephone service so that they may better serve the citizens of Lake County. **[FOCUS IV (B,C,D)]**

Objective 1(a): To respond to all requests for telephone service within 5 business days.

Measures:

Number of service requests	337	350	375	400
% responded to within 5 days	81%	82%	85%	87%

Objective 1(b): To provide all departments/divisions under the constitutional entities of Lake County with cost-effective telephone service, enabling taxpayer dollars to be directed to enhanced services.

Measures:

Number of total lines	1,460	1,510	1,555	1,600
Cost per line	\$263	\$222	\$228	\$230

Program Goal 2: To continually improve and enhance telephone services to the employees of Lake County so that they may be better able to serve the citizens of Lake County. **[FOCUS IV (B,C,D,E)]**

Objective: To expand the telephone system and its functionality to enhance the services provided by Lake County government.

Measures:

Number of equipment upgrades	78	339	1	2
Number of additional functions provided	1	3	1	2
Number of facility expansions	8	2	6	10

Program Goal 3: To ensure the routing of emergency calls is accurate. **[FOCUS IV (A,C)]**

Objective: To ensure the routing of emergency calls is accurate 100% of the time.

Measures:

Number of calls handled	85,900	115,000	125,000	135,000
% routed correctly	100%	100%	100%	100%



OFFICE OF COMMUNICATIONS SYSTEMS

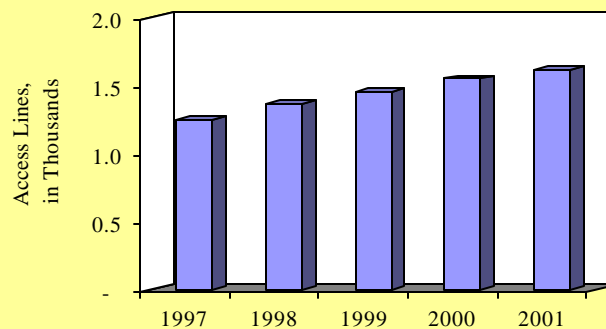
EXPENDITURES BY PROGRAM	Actual FY 2000	Amended Budget FY 2001	Adopted Budget FY 2002	% Change Over FY 2001	Approved Budget FY 2003
General Fund					
Telecommunications	\$ 220,144	\$ 286,481	\$ 292,127	2.0%	\$ 301,808
Cable Franchise	32,356	-	-	0.0%	-
Total General Fund	252,500	286,481	292,127		301,808
% Change			2.0%		3.3%
Emergency 911 Fund	647,694	1,822,428	1,663,093	(8.7%)	1,700,535
Total Expenditures	\$ 900,194	\$ 2,108,909	\$ 1,955,220	(7.3%)	\$ 2,002,343

REVENUES BY SOURCE	Actual FY 2000	Amended Budget FY 2001	Adopted Budget FY 2002	% Change Over FY 2001	Approved Budget FY 2003
General Fund Funding	\$ 252,500	\$ 286,481	\$ 292,127		\$ 301,808
% Change			1.97%		3.31%
Emergency 911 Fund	984,341	1,822,428	1,663,093	(8.7%)	1,700,535
Total Revenues	\$ 1,236,841	\$ 2,108,909	\$ 1,955,220	(7.3%)	\$ 2,002,343

DID YOU KNOW?

The Office of Communications Systems successfully assisted in the 2000 Census, and was recognized for having 100% accuracy in the certification of 69,900 address records.

LAKE COUNTY GOVERNMENT
NUMBER OF TELEPHONE ACCESS LINES





OFFICE OF TOURISM

MISSION

Introduce and promote tourism in Lake County.

BENCHMARK

Increase the Average Daily Rate and the Occupancy Rate for hotels and motels in Lake County. Benchmark Partners: Polk County, Florida and the Orlando/Orange County Convention and Visitors Bureau.

SERVICES

The Office of Tourism seeks to introduce and promote tourism to Lake County through wise stewardship of the County's Resort/Development Tax. By working in conjunction with the Tourist Development Council, the Office utilizes a variety of educational programs, Internet opportunities, and advertising campaigns to increase awareness of Lake County's attractions. The Office of Tourism also operates the Lake County Welcome Center to assist visitors during their stay.

FISCAL YEARS 2000 AND 2001 RESULTS AND OUTCOMES

The following is an executive summary of the results of the Office's major initiatives, service efforts, and accomplishments which directly tie to the Board of County Commissioners' Focus Areas and Goals for those fiscal years.

All major initiatives of the Office of Tourism are detailed in a five-year plan. This plan establishes objectives necessary for the Office to achieve in order to promote tourism within the County. After conducting a Tourism Summit, in which input is collected from industry providers, the Office creates strategies to increase tourism, and outlines them in the plan. Currently, the Office is in its final year of the five-year plan, and as such, a major objective for FY 2002 is to begin creation of a new plan to take effect in FY 2003.

As detailed in the current five-year plan, a key strategy for promoting tourism is to attract major sporting events to Lake County. With the continuing partnership with the Central Florida Sports Commission, the Tourism Office brought the NCAA Women's Division I Golf Championships to Lake County in May 2001. Over the past two years, other high-profile events have included: Women's NCAA Division II/III and Men's

NCAA Division II golf, the World Disabled Waterski Championships, the Junior Olympics, the USA Triathlon National Championships, and the USA Triathlon World Championship Qualifier. From 1998 to 2000, these sporting events made a \$4.6 million economic impact to the County, contributing more than \$10,000 in resort tax and \$16,000 in sales tax.

A second key strategy in developing tourism is to take advantage of the promotional opportunities available through the Internet. In FY 2001, the Office successfully revamped the Tourism section of the County's website, www.lakegovernment.com, to showcase outdoor activities, major sporting events, and other attractions within the County. In addition, a package program was developed in an effort to make booking reservations to Lake County events and destinations more convenient. These packages allow visitors to easily book hotel accommodations, reserve tickets for local events and attractions, and schedule travel arrangements on-line.

FY 2002 AND 2003 OFFICE OBJECTIVES AND KEY ACTION STEPS

The following is a summary of objectives and key action steps which tie directly to the FOCUS AREAS of the Board of County Commissioners and are funded within the Office's balanced budget.

Focus II: Economic and Cultural Base

Program Goal 1

- Place three new hotels on the program packages listing to generate a greater variety of hotels that can be booked on-line, by November 2002.
- Increase the distribution of the newsletter that is currently being mailed to visitors who have booked the golf package. Future newsletters will be sent to customers of at least one other package to promote repeat visits to the County.

Program Goal 2

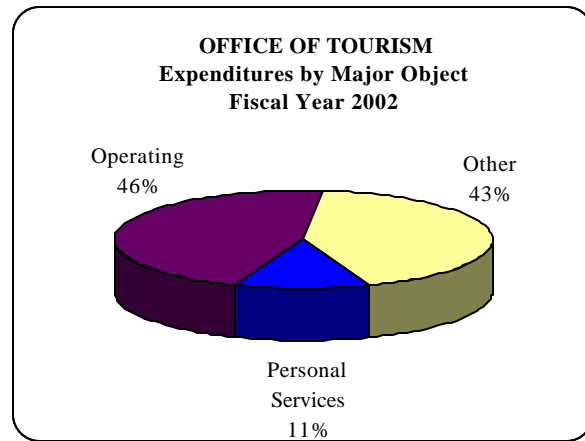
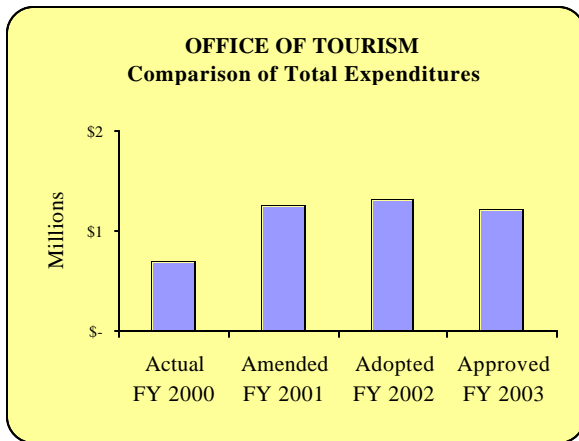
- Update the *Calendar of Events* on the website for the next fiscal year by November 2002.
- Change the rotating pictorial images that feature special events at least once per month to highlight upcoming activities and to showcase different attractions.

Program Goal 3

- Once per month, update the *Off the Beaten Path* news column on the homepage, which caters to the interests of travel writers. Updates will be made to feature current events and seasonal activities.



FINANCIAL HIGHLIGHTS



Significant changes. Operations for the Office of Tourism are funded solely by the Resort/Development Tax Fund. Expenditures, totaling \$133,510, of the Administration Division of the Office of Cultural, Heritage, and Natural Tourism are also funded by this fund.

The majority of the revenues generated within this fund come from the Local Option Resort Tax. This 2% tax is levied on individuals who rent accommodations in any hotel, motel, condominium, or recreational vehicle park for a period of six months or less. Because of the potential effect of the September 11 terrorist attacks on tourism, revenue from this fund will be carefully monitored, and an adjustment to the revenue and the related expenditures will be made, if necessary.

The budget for Tourism increased by \$50,461 (4%) in FY 2002 and decreased by \$83,686 (6.4%) in FY 2003. The increase in FY 2002 is primarily attributable to a \$53,000 carryforward of funds for two promotional projects that were started in FY 2001, but will not be completed until FY 2002. These projects involve expenditures for contractual services to reprint vacation guides and to complete a research project on local tourism.

The decrease in the budget for FY 2003 reflects the absence of this carryforward of funds, and as such, the budgeted expenditures for FY 2003 reflect those necessary for normal promotional and operating activities.

Expenditures by Major Object	Actual FY 2000	Amended FY 2001	Adopted FY 2002	Approved FY 2003
Personal Services	\$ 139,423	\$ 209,189	\$ 261,786	\$ 274,878
Operating Expenses	528,566	611,579	621,190	583,442
Capital Outlay	1,171	38,253	-	-
Grants and Aids	11,282	-	-	-
Other (including transfers & reserves)	24,447	509,265	560,547	504,576
Total Expenditures	\$ 704,889	\$ 1,368,286	\$ 1,443,523	\$ 1,362,896

Staffing	Actual FY 2000	Amended FY 2001	Adopted FY 2002	Approved FY 2003
Authorized Full-Time Positions	2	2	2	2
Volunteer Hours (actual and projected)	2,990	3,041	3,288	3,300

**OFFICE OF TOURISM**

Description: The Office of Tourism introduces and promotes Lake County utilizing a variety of programs, including the Lake County Tourism website (www.lakecountyfl.com), and other Internet and advertising opportunities that are available through partnerships with other regional organizations.

Performance Indicators:	Actual 2000	Estimated 2001	Target 2002	Target 2003
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FOCUS AREA II: Economic and Cultural Base

Program Goal 1: To increase the Average Daily Hotel/Motel Room Rate and Occupancy Rate for Lake County.

[FOCUS II]

Objective: To increase the Average Daily Room Rate by 3% annually, and the Occupancy Rate by 1-2% annually.

Measures:

Average Room Rate	\$52.68	\$54.00	\$55.62	\$57.29
% Increase in Average Room Rate	23%	3%	3%	3%
% Average Occupancy Rate	51%	53%	54%	55%
% Increase in Average Occupancy Rate	3%	2%	1%	1%
Number of sporting events	11	13	8	7
Promotional dollars spent by Lake County Office of Tourism	\$520,461	\$533,160	\$487,540	\$503,524

Program Goal 2: To improve the informational value of the Lake County Tourism Website. **[FOCUS II]**

Objective: To increase the number of visits to the Lake County Tourism website by 20-25% annually.

Measures:

Number of visits to the Tourism section of the website	154,689	228,027	285,034	356,292
% Increase in the number of visits	88%	47%	25%	25%

Program Goal 3: Build a greater awareness of Lake County as a desirable destination. **[FOCUS II]**

Objective: Increase press coverage by 5% and schedule 7 or more visits by travel writers per year.

Measures:

Dollar value of editorial space received	\$682,223	\$702,689	\$737,823	\$774,715
% Increase in editorial space received	141%	3%	5%	5%
Number of visits to Lake County by travel writers	7	7	7	7
Resort Tax dollars to County generated from tourism	\$628,308	\$669,900	\$736,890	\$810,579



OFFICE OF TOURISM

EXPENDITURES BY MAJOR OBJECT	Actual FY 2000	Amended Budget FY 2001	Adopted Budget FY 2002	% Change Over FY 2001	Approved Budget FY 2003
Resort/Development Tax Fund:					
Office of Tourism	\$ 704,889	\$ 1,259,552	\$ 1,310,013	3.9%	\$ 1,226,327
Office of Cultural, Heritage, and Natural Tourism - Administration Division	-	108,734	133,510	18.6%	136,569
Total Expenditures	<u>\$ 704,889</u>	<u>\$ 1,368,286</u>	<u>\$ 1,443,523</u>		<u>\$ 1,362,896</u>
% Change			22.8%		2.3%

Note: The Administration Division of the Office of Cultural, Heritage, and Natural Tourism is also funded by the Resort/Development Tax Fund. Shown above are expenditures for the both the Office of Tourism and the Office of Cultural, Heritage, and Natural Tourism.

REVENUES BY SOURCE	Actual FY 2000	Amended Budget FY 2001	Adopted Budget FY 2002	% Change Over FY 2001	Approved Budget FY 2003
Resort/Development Tax Fund	<u>\$ 1,309,999</u>	<u>\$ 1,368,286</u>	<u>\$ 1,443,523</u>		<u>\$ 1,362,896</u>
% Change			5.5%		(5.6%)

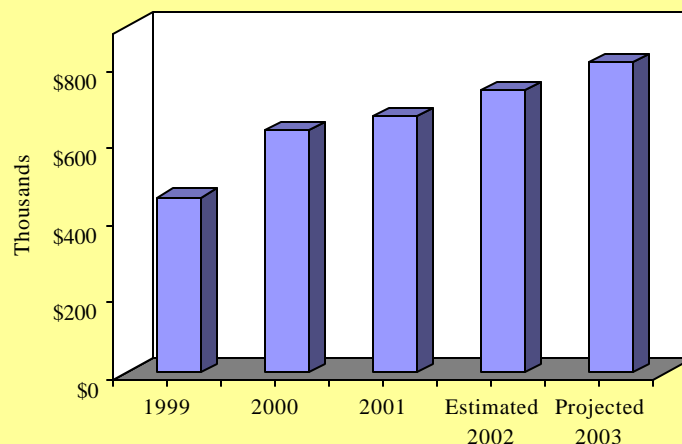
DID YOU KNOW?

Volunteers at the Welcome Center saved the County approximately \$39,520 in salaries in FY 2001.

For every dollar spent in Lake County, a total of \$2.80 is generated for the local economy.

The average length of a visitor's stay in Lake County is six days.

LAKE COUNTY
RESORT TAX DOLLARS COLLECTED







OFFICE OF CULTURAL, HERITAGE, AND NATURAL TOURISM

MISSION

To build a foundation for ecological, cultural, and historical awareness of Lake County and to promote and coordinate efforts related to these elements.

BENCHMARK

Collecting and organizing ecological, cultural, and historical information, and distributing this information to citizens. Benchmark Partner: Ecological, Cultural, Heritage, and Outdoors (ECHO) Office, Volusia County, Florida.

SERVICES

There are two divisions within this Office: the Historical Museum and Administration, which includes direction from the Cultural Affairs Council. The *Historical Museum Division* serves and educates the community through the collection, preservation, conservation, and interpretation of original and significant objects, life ways, and cultural heritage of Lake County. This Division presents an eclectic collection of artifacts typical of the people who pioneered Lake County, as well as Native American and Spanish relics.

The *Administration Division* functions as a hub for the coordination and promotion of activities related to art, culture, history, and eco- or natural tourism. In addition, this Division is responsible for the development and implementation of cultural services throughout Lake County and the supervision of the County's museums.

The Cultural Affairs Council works with the Administration Division to facilitate greater and more efficient use of governmental and private resources for support of the arts, including promoting the development of Florida artists, arts institutions, and community organizations that sponsor arts activities.

FISCAL YEARS 2000 AND 2001 RESULTS AND OUTCOMES

The following is an executive summary of the results of the Office's major initiatives, service efforts, and accomplishments which directly tie to the Board of County Commissioners' Focus Areas and Goals for those fiscal years.

The Historical Museum Division worked to bring several new exhibits to the Lake County Museum during FY 2001. Three of these exhibitions encompassed entire

galleries, including "Lake County Pride and Patriotism," "Lake County Salutes Boy Scouts," and "Lake County Veterans...Thank You." In addition, this Division also worked to increase media publication of Museum events and other historical information. Newspaper and magazine coverage of the County's history and related upcoming events nearly doubled in FY 2001, with print exceeding 2,500 column inches.

During FY 2001, the Administration Division established a cultural telephone hotline (352-253-6118) to provide information on activities, performances, and exhibits in Lake County. Additionally, the Division established the St. John's River Corridor Initiative, a nine-county cooperative association that strives to inventory and catalog historically significant locations, historical societies, and other community organizations. These counties work in cooperation by combining marketing efforts to increase eco-tourism throughout Central Florida.

The Cultural Affairs Council within the Administration Division continued to bring high-caliber artwork to the County Administration Building and Tavares City Hall. Additionally, the Division held the first annual Competitive Art Exhibit for local artists in Lake and Sumter Counties with great success.

FY 2002 AND 2003 OFFICE OBJECTIVES

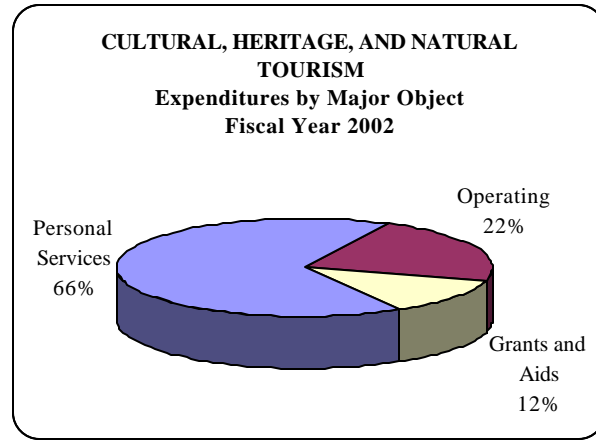
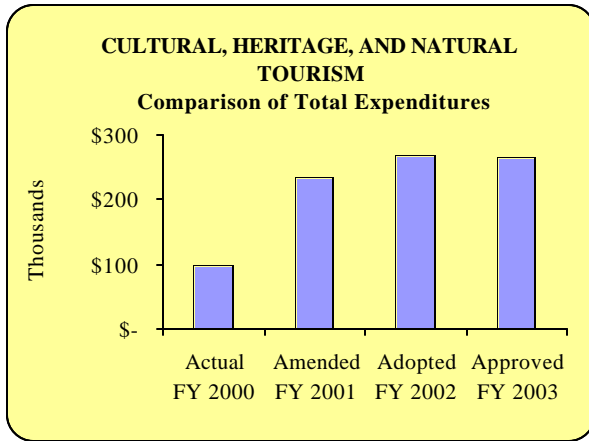
The following is a summary of the Office's objectives which tie directly to the FOCUS AREAS of the Board of County Commissioners and are funded within the Office's balanced budget.

Focus III: Nourish Communities

- Administer a data bank and publish an inventory listing of cultural, heritage, and natural tourism organizations.
- Create a larger public awareness of cultural, heritage, and natural tourism in Lake County by producing press releases concerning upcoming events.
- Provide a newsletter to the community that showcases upcoming arts events and exhibits.
- Award funds on a competitive basis to local arts organizations or groups offering arts programs to the community.
- Showcase the County's attractions through Familiarization Tours (FAM) to travel media to increase publications about Lake County in newspaper travel sections, travel magazines, and travel-related websites.



FINANCIAL HIGHLIGHTS



Significant changes. The operations of the Office of Cultural, Heritage, and Natural Tourism are funded by both the General Fund and the Resort/Development Tax Fund. The General Fund funding for the budget increased by \$7,737 (6.1%) in FY 2002 and decreased by \$3,951 (2.9%) in FY 2003. The change for FY 2002 is primarily due to an 18.4% increase in Personal Services due to salary adjustments of the two employees within the Historical Museum Division. The decrease in FY 2003 is attributable to the fact that a portion of the funding by the General Fund comes from grants, with a matching portion from Non-Ad Valorem Cultural Affairs Council revenues. Because receipt of these grants is not certain, the revenues and expenditures related to them have not been budgeted.

The Administration Division is funded by the Resort/Development Tax Fund. This Division's budget within the Resort/Development Tax Fund increased by \$24,776 (22.8%) in FY 2002, primarily due to an increase in Personal Services. During the last half of FY 2001, the Director of Ecotourism and Cultural Affairs and an Executive Associate were hired to coordinate operations of the newly-formed Office. The increase in the budget for FY 2002 reflects the fact that funding for these positions now represents a full year. The operating budget of the Resort/Development Tax Fund increased slightly by \$3,059 (2.3%) in FY 2003, which is attributable to merit-based increases in salaries.

Expenditures by Major Object	Actual FY 2000	Amended FY 2001	Adopted FY 2002	Approved FY 2003
Personal Services	\$ 49,252	\$ 120,026	\$ 176,880	\$ 185,714
Operating Expenses	28,392	65,707	58,106	48,900
Capital Outlay	794	18,610	-	-
Grants and Aids	20,302	31,487	33,357	32,837
Total Expenditures	\$ 98,740	\$ 235,830	\$ 268,343	\$ 267,451

Staffing by Division	Actual FY 2000	Amended FY 2001	Adopted FY 2002	Approved FY 2003
Administration	0	1	1.75	1.75
Historical Museum	0	1	1	1
Total Full-Time Positions	0	2	2.75	2.75



OFFICE OF CULTURAL, HERITAGE, AND NATURAL TOURISM

EXPENDITURES BY PROGRAM	Actual FY 2000	Amended Budget FY 2001	Adopted Budget FY 2002	% Change Over FY 2001	Approved Budget FY 2003
General Fund					
Historical Museum	\$ 78,761	\$ 96,175	\$ 99,995	4.0%	\$ 103,869
Cultural Affairs Council	12,461	28,143	29,033	3.2%	27,013
Cultural Affairs - Special Projects	7,518	2,778	500	(82.0%)	-
Local Arts Agency Grant	-	-	5,305	100.0%	-
Total General Fund	<u>98,740</u>	<u>127,096</u>	<u>134,833</u>		<u>130,882</u>
% Change			6.1%		(2.9%)
Tourism Fund - Administration*	-	108,734	133,510	22.8%	136,569
Total Expenditures	<u>\$ 98,740</u>	<u>\$ 235,830</u>	<u>\$ 268,343</u>	13.8%	<u>\$ 267,451</u>

* The Administration Division is funded by the Resort/Development Tax Fund, which also funds the Office of Tourism. Expenditures for the Administration Division are shown here to reflect the total cost of the Office of Cultural, Heritage, and Natural Tourism.

REVENUES BY SOURCE	Actual FY 2000	Amended Budget FY 2001	Adopted Budget FY 2002	% Change Over FY 2001	Approved Budget FY 2003
General Fund					
Cultural Affairs Council	\$ 8,609	\$ 10,400	\$ 12,500	20.2%	\$ 14,500
Cultural Affairs - Special Projects	1,500	2,000	-	(100.0%)	-
Local Arts Agency Grant	-	-	3,979	100.0%	-
General Fund Funding	88,631	114,696	118,354		116,382
% Change			3.19%		(1.67%)
Resort/Development Tax Fund	-	108,734	133,510	22.8%	136,569
Total Revenues	<u>\$ 98,740</u>	<u>\$ 235,830</u>	<u>\$ 268,343</u>	13.8%	<u>\$ 267,451</u>

**HISTORICAL MUSEUM**

Description: The mission of the Lake County Historical Museum is to preserve the history and artifacts of Lake County and to share them with its citizens and guests through the highest quality and commitment to excellence, integrity, teamwork, and caring.

Performance Indicators:	Actual 2000	Estimated 2001	Target 2002	Target 2003
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FOCUS AREA III: Nourish Communities

Program Goal 1: To encourage citizen awareness of Lake County history and public use of the Museum.

[FOCUS III (B)]

Objective 1(a): To expose more citizens to Lake County's history by showing at least 20 new exhibits and three new off-site kiosks in libraries and other locations each year.

Measures:

Number of new exhibits in the Tavares campus venue	New	New	20	20
Number of new kiosk museums	New	New	3	3

Objective 1(b): To provide hard copy historical information to researchers and students by producing at least six *Fast Facts* series and at least one new publication for children each year.

Measures:

Number of new <i>Fast Facts</i> series	New	New	6	6
Number of new children's publications	New	New	1	1

**HISTORICAL MUSEUM**

EXPENDITURES	Actual FY 2000	Amended Budget FY 2001	Adopted Budget FY 2002	% Change Over FY 2001	Approved Budget FY 2003
Personal Services	\$ 49,252	\$ 55,247	\$ 65,390	18%	\$ 68,648
Operating Expenses	14,171	26,384	20,061	(24%)	20,677
Capital Outlay	794	-	-	0%	-
Grants and Aids	14,544	14,544	14,544	0%	14,544
Total Expenditures	<u>\$ 78,761</u>	<u>\$ 96,175</u>	<u>\$ 99,995</u>	4%	<u>\$ 103,869</u>
<i>Authorized Full-Time Positions</i>	-	<i>1</i>	<i>1</i>		<i>1</i>

Significant expenditures and staffing changes. The Personal Services budget for this Division includes funding for the Director of the Museum and a part-time Associate. The FY 2002 budget represents an 18% increase from the prior year, attributable to the increase in the salary of the Director due to the results of a wage study. The results of this study indicated that the current compensation for this position is below the State average. As such, compensation for this position was adjusted accordingly. The FY 2003 budget represents a 5% increase over the prior year, which reflects standard merit-based salary increases.

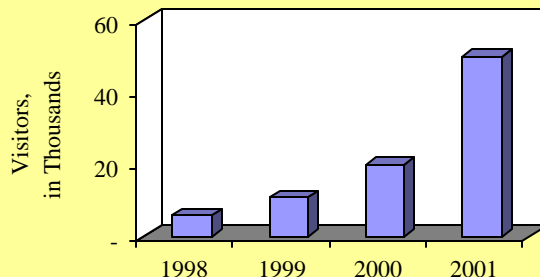
The budget for Operating Expenses shows a 24% decrease in FY 2002. This decrease is a result of cost-saving techniques to be employed by the Division regarding freight and printing and binding expenditures in mailing pre-visit packets and brochures to the community and local schools.

2002 and 2003 KEY ACTION STEPS**Program Goal 1**

- ❖ Begin working in cooperation with various special interest groups, particularly the Garden Club Federation and the State Historical Society, to develop 1-2 historical exhibits per month.
- ❖ Attract at least one traveling exhibit to the Museum that relates to Lake County history or that is of interest to Lake County citizens.
- ❖ Compile a listing of possible topics for the *Fast Facts* series based on requests received from the public by January 2002.
- ❖ Use the listing to design and produce the *Fast Facts* series once every two months.

DID YOU KNOW?

Lake County Historical Museum had visitors from 45 states and 21 countries, including South Africa and Iceland.

**VISITORS TO LAKE COUNTY
HISTORICAL MUSEUM**

**CULTURAL, HERITAGE, AND NATURAL TOURISM ADMINISTRATION**

Description: The Office of Cultural, Heritage, and Natural Tourism was established to support the merging of services and coordinate the efforts of all three "special interest" areas (cultural, heritage, and natural tourism), thus integrating a tourism strategy, as stated in the Tourist Development Five-Year Plan and the Community Cultural Plan.

Performance Indicators:	Actual 2000	Estimated 2001	Target 2002	Target 2003
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FOCUS AREA III: Nourish Communities

Program Goal 1: To administer a data bank of cultural, heritage, and natural tourism organizations. **[FOCUS III (B)]**

Objective: To publish and distribute the inventory listings in several different formats.

Measures:

Number of different formats used to distribute the listings	New	New	2	3
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Program Goal 2: Create a larger public awareness of cultural, heritage, and natural tourism in Lake County.

[FOCUS III (B)]

Objective: To produce and/or oversee the production (via agency or County Public Information Office) of an increasing number of press releases concerning cultural and natural tourism events in Lake County each year.

Measures:

Number of press releases distributed	New	New	20	40
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**CULTURAL, HERITAGE, AND NATURAL TOURISM ADMINISTRATION**

EXPENDITURES	Actual FY 2000	Amended Budget FY 2001	Adopted Budget FY 2002	% Change Over FY 2001	Approved Budget FY 2003
Personal Services	\$ -	\$ 64,779	\$ 111,490	72%	\$ 117,066
Operating Expenses	14,221	39,323	38,045	(3%)	28,223
Capital Outlay	-	18,610	-	(100%)	-
Grants and Aids	5,758	16,943	18,813	11%	18,293
Total Expenditures	<u>\$ 19,979</u>	<u>\$ 139,655</u>	<u>\$ 168,348</u>	21%	<u>\$ 163,582</u>
<i>Authorized Full-Time Positions</i>	-	<i>1</i>	<i>1.75</i>		<i>1.75</i>

Significant expenditures and staffing changes. Created in 2001, the Administration Division within the Office of Cultural, Heritage, and Natural Tourism consists of a Director and an Administrative Office Associate. Individuals were hired to fill these positions in the last half of FY 2001, and as such, the 72% increase in Personal Services reflects the effect of a full year of salaries for FY 2002. The FY 2003 budget for Personal Services represents a 5% increase from the prior year, due to performance-based salary increases for the two employees within this division.

The decrease in Capital Outlay is attributable to the fact that \$18,610 was budgeted for the purchase of a new vehicle and a new computer for the incoming Director. As such, FY 2002 reflects the absence of these purchases.

The increase in Grants and Aids is related to an anticipated increase in revenues from membership fees for newsletters and Cultural Affairs entry fees for art competitions. These revenues increase the amounts that can be awarded as grants and aids.

2002 and 2003 KEY ACTION STEPS**Program Goal 1**

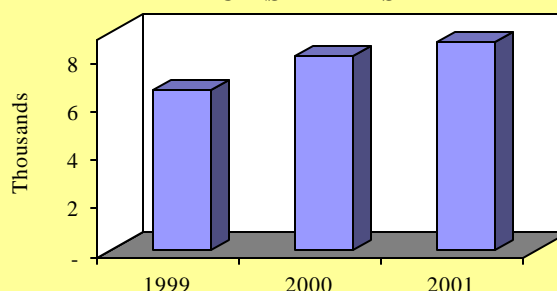
- ❖ Prepare an inventory listing that details Cultural / Heritage institutions and organizations throughout the County by January 2002, and a listing of Eco-Tourism organizations by April 2002.
- ❖ Disseminate these inventory listings via mail, County website, newspapers, and other outlets for use by citizens by January 2002.
- ❖ Publish a geographical map of the inventory listings for widespread distribution by June 2002.

Program Goal 2

- ❖ Remodel the website to include pictures of cultural and ecological areas of interest by February 2003.
- ❖ Update the telephone hotline each week to detail upcoming community events.
- ❖ Issue at least 20 press releases related to current cultural and ecological events throughout the year.

DID YOU KNOW?

According to a 1998 Harris Poll, 88% of tourists noted that a primary travel motive was "to understand culture by visiting cultural, historical, and archeological treasures."

**REVENUES FROM THE SALE OF ARTS
LICENSE PLATES**



Preserving the Past...

Envisioning the Future



Constitutional Offices and Judicial Services

Clerk of Courts
Property Appraiser
Sheriff
Supervisor of Elections
Tax Collector
Judicial Services



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ABOUT THIS SECTION

Lake County's form of government follows the Florida Statutes regarding the election of Constitutional Officers and their budgetary responsibilities. Each Officer is elected by the citizens and maintains a budget, spending plan, and performance indicator plan separate from the Board of County Commissioners. The dollars contained in this section are those recorded in the budget of the Board, and consist primarily of operating transfers to the Constitutional Offices from the County's General Fund. Each Office provided the statistical information; additional information is available in the administration or budget office of each Constitutional Office.

Elected officials are required to submit personnel or funding requests on an annual basis; therefore, no Approved Budget for Fiscal Year 2003 is contained in this section. Additionally, the budgeted return to the Board of any excess transfers or fees may vary considerably from what is actually returned at the end of the year, since many variables affect each budget.



OFFICE OF THE LAKE COUNTY CLERK OF COURTS

	Actual FY 1999	Actual FY 2000	Amended Budget FY 2001	Adopted Budget FY 2002	% Change Over 2001 Amended
EXPENDITURES					
Intergovernmental Transfer Out	\$ 3,912,475	\$ 4,384,642	\$ 4,885,339	\$ 5,627,284	15%
REVENUES					
Return of Excess Fees	\$ 176,145	\$ 395,586	\$ -	\$ 1,672	
<i>Authorized Full-Time Positions</i>	143	150	165	176	

DUTIES AND RESPONSIBILITIES

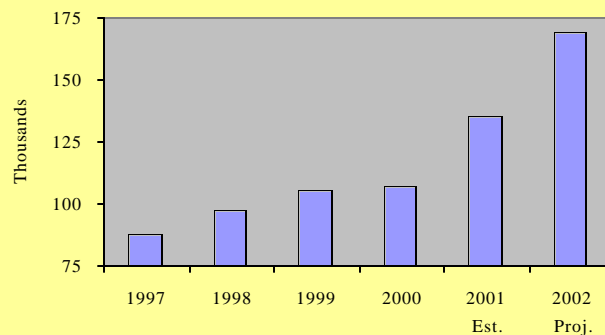
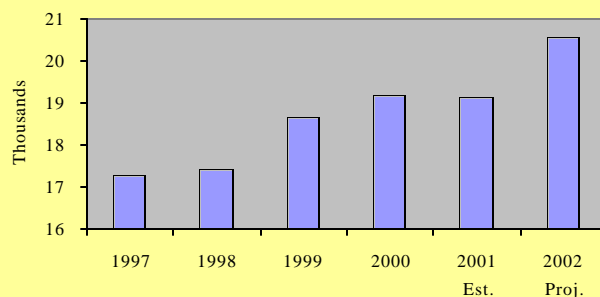
The Florida Constitution provides that the Clerk of Courts shall be: Clerk of the Circuit Court, Clerk of the County Court, County Comptroller/Treasurer, County Auditor, County Recorder, and Secretary/Ex-Officio Clerk to the Board of County Commissioners. In Lake County, the Clerk, by special act of the Florida Legislature, is the Secretary/Treasurer for the Oklawaha Basin Recreation and Water Conservation and Control Authority; Secretary/Treasurer for the Lake County Law Library; and Treasurer for the Lake County Historical Society. The Clerk also serves as the passport and documentary stamp agent.

ACCOUNTABILITY TO CITIZENS

Awarded by the Governmental Financial

Officers' Association (GFOA):

- ❖ Distinguished Budget Award, Clerk of Courts
- ❖ Certificate of Achievement for Excellence in Financial Reporting

NUMBER OF DOCUMENTS RECORDED**COURT CASES FILED**
(Excluding Traffic Infractions)**DID YOU KNOW?**

The fees collected by the Clerk's Office per Florida Statutes provide approximately 35% of the funding for the Clerk's budget.



OFFICE OF THE LAKE COUNTY PROPERTY APPRAISER

	Actual FY 1999	Actual FY 2000	Amended Budget FY 2001	Adopted Budget FY 2002	% Change Over 2001 Amended
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EXPENDITURES

In-house Support	\$ 74,674	\$ 82,675	\$ 105,860	\$ 113,864	8%
Intergovernmental Transfer Out	1,265,399	1,329,375	1,448,816	1,472,389	2%
Total Expenditures	<u>\$ 1,340,073</u>	<u>\$ 1,412,050</u>	<u>\$ 1,554,676</u>	<u>\$ 1,586,253</u>	2%

REVENUES

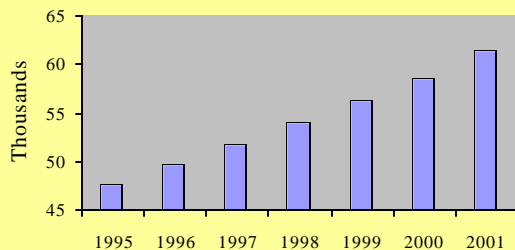
Return of Excess Fees	<u>\$ 109,012</u>	<u>\$ 63,348</u>	<u>\$ 8,000</u>	<u>\$ 8,000</u>	
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Authorized Full-Time Positions	29	29	30	30
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DUTIES AND RESPONSIBILITIES

The Property Appraiser's Office is responsible for appraising all real property, improvements to real property and tangible personal property which is located within Lake County. This Office administers ad valorem exemptions and produces and administers the tax rolls for all of Lake County.

**NUMBER OF HOMEOWNERS
WITH HOMESTEAD EXEMPTION**



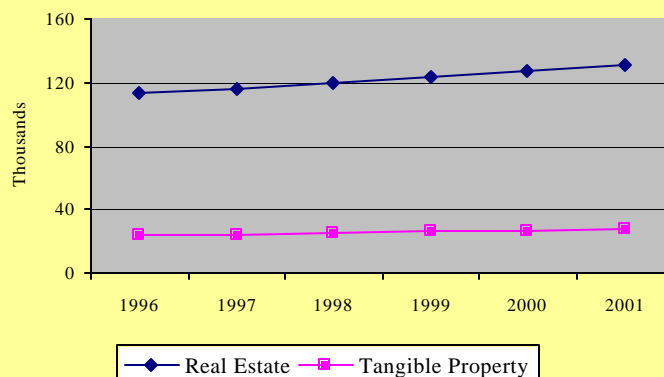
NUMBER OF PARCELS ON TAX ROLLS

	Real Estate	Tangible Property	Total
1995	110,129	22,691	132,820
1996	112,830	23,389	136,219
1997	116,055	24,213	140,268
1998	119,557	24,839	144,396
1999	122,903	25,968	148,871
2000	126,985	26,689	153,674
2001	130,855	27,531	158,386

DID YOU KNOW?

Homestead Exemption is worth a savings of approximately \$400 to \$600 on your annual property taxes depending on your location in Lake County.

NUMBER OF PARCELS ON TAX ROLLS



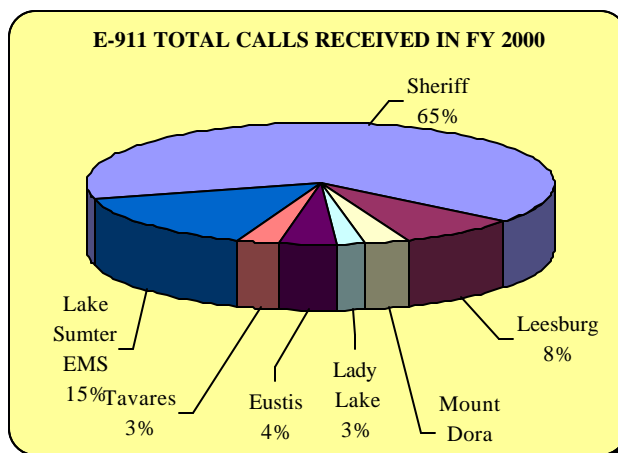
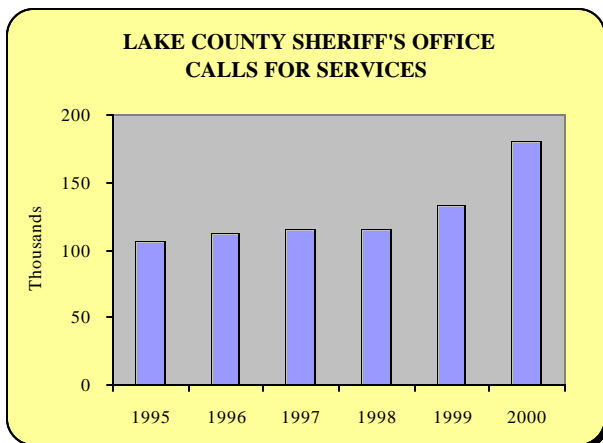


OFFICE OF THE LAKE COUNTY SHERIFF

	Actual FY 1999	Actual FY 2000	Amended Budget FY 2001	Adopted Budget FY 2002	% Change Over 2001 Amended
EXPENDITURES					
In-house Support	\$ 1,106,720	\$ 1,184,588	\$ 1,168,293	\$ 1,179,618	1%
Intergovernmental Transfer Out	27,107,032	29,159,503	31,404,579	33,732,093	7%
Total Expenditures	<u>\$ 28,213,752</u>	<u>\$ 30,344,091</u>	<u>\$ 32,572,872</u>	<u>\$ 34,911,711</u>	7%
REVENUES					
Housing Prisoners	\$ 1,666,532	\$ 1,694,189	\$ 3,248,319	\$ 3,353,598	
Telephone Fees/ Miscellaneous	1,097,529	217,523	171,566	460,000	
Return of Excess Fees	912,218	541,950	362,942	319,001	
Total Revenues	<u>\$ 3,676,279</u>	<u>\$ 2,453,662</u>	<u>\$ 3,782,827</u>	<u>\$ 4,132,599</u>	
Authorized Full-Time Positions	535	556	572	587	

DUTIES AND RESPONSIBILITIES

The Sheriff of Lake County is responsible for the protection of lives and property of the citizens of Lake County. The Sheriff performs services and enforces the laws mandated by Florida Statutes, including operating a dispatch center which receives information, complaints and requests for police, fire and EMS assistance by telephone and assigns field personnel via radio to the scene of the incident. The Sheriff assumes the responsibility of administering all functions related to the Lake County jail and the Lake County bailiffs.



ACCOUNTABILITY TO CITIZENS

During the FY 2002 budget process, the Board of County Commissioners approved the funding for 15 new law enforcement positions.

DID YOU KNOW?

From 1989 to 2000, the calls for service to the Sheriff's Office have increased 129.5%, from 78,752 calls to 180,739 calls.



OFFICE OF THE LAKE COUNTY SUPERVISOR OF ELECTIONS

EXPENDITURES	Actual FY 1999	Actual FY 2000	Amended Budget FY 2001	Adopted Budget FY 2002	% Change Over 2001 Amended
Personal Services	\$ 481,373	\$ 542,667	\$ 592,477	\$ 681,283	15%
Operating Expenses	175,946	191,297	216,874	305,464	41%
Capital Outlay	9,815	20,300	355,296	-	(100%)
Debt Service	31,329	-	-	-	0%
Total Expenditures	\$ 698,463	\$ 754,264	\$ 1,164,647	\$ 986,747	(15%)
<i>Authorized Full-Time Positions</i>	6	6	6	6	

DUTIES AND RESPONSIBILITIES

The Supervisor of Elections is responsible for all matters pertaining to registration of electors within Lake County, including conducting of county, state and national elections, maintaining the County's voting system, qualifying of candidates, filing depository for candidate and committee campaign treasurer's reports, and financial disclosure filing by selected government officials and employees. In addition, the Supervisor of Elections is responsible for conducting the Voter Education and Poll Worker Training and Recruitment Programs.

ACCOUNTABILITY TO CITIZENS

Beginning with the first Primary in 2002, registered voters in Lake County will be voting using the new I votronic touch screen voting system. The touch screen will allow visually and hearing impaired voters to vote without assistance.

DID YOU KNOW?

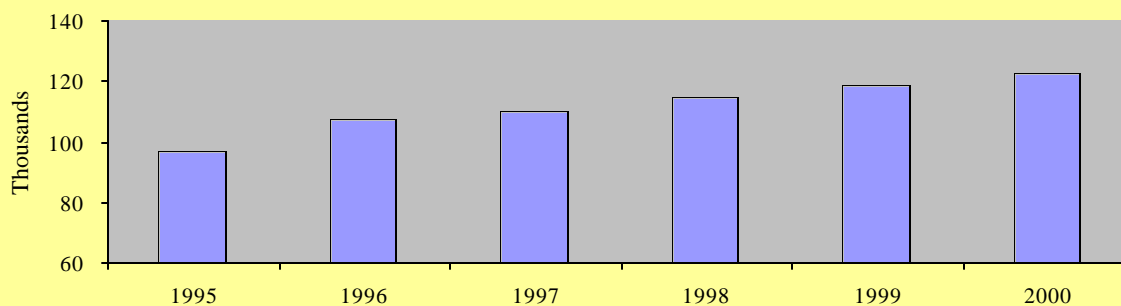
Voter information may be obtained by accessing the Supervisor of Elections web site at:

www.lakegovernment.com/supervis.htm

or sending an E-mail to:

election@digital.net

NUMBER OF REGISTERED VOTERS





OFFICE OF THE LAKE COUNTY TAX COLLECTOR

	Actual FY 1999	Actual FY 2000	Amended Budget FY 2001	Adopted Budget FY 2002	% Change Over 2001 Amended
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EXPENDITURES

In-house Support	\$ 98,091	\$ 148,855	\$ 203,318	\$ 214,417	5%
Intergovernmental Transfer Out*	1,682,546	1,796,038	2,300,000	2,300,000	0%
Total Expenditures	\$ 1,780,637	\$ 1,944,893	\$ 2,503,318	\$ 2,514,417	0%

REVENUES

Interest Revenue	\$ 68,300	\$ 88,368	\$ 60,000	\$ 75,000
Return of Excess Fees	1,150,893	1,096,675	900,000	1,000,000
Total Revenues	\$ 1,219,193	\$ 1,185,043	\$ 960,000	\$ 1,075,000

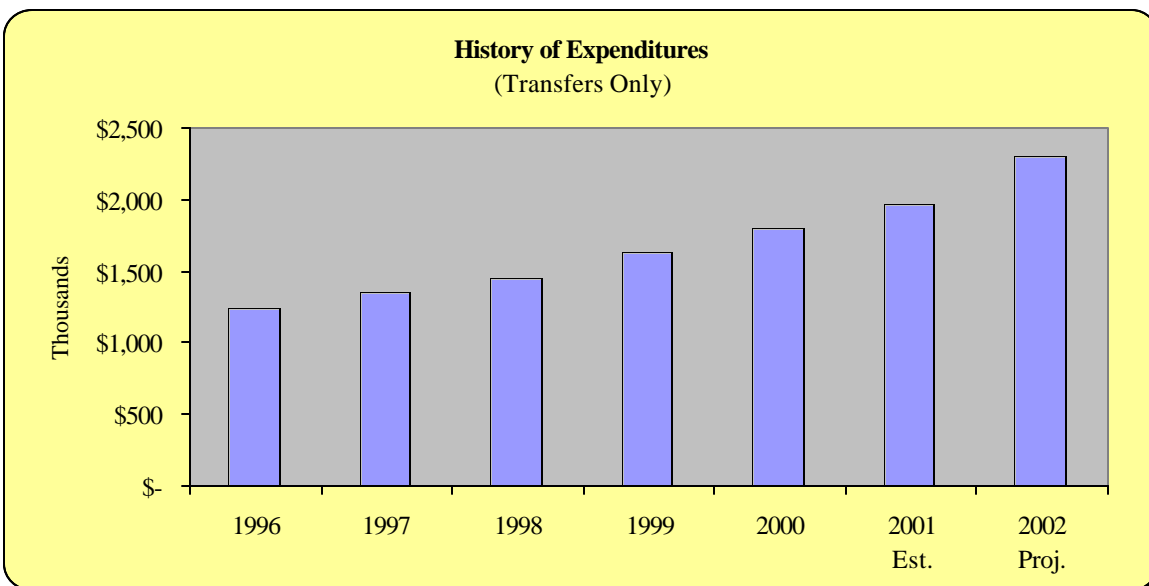
<i>Authorized Full-Time Positions</i>	<i>57</i>	<i>57</i>	<i>58</i>	<i>58</i>
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*Funding Source: A percentage of collections as defined by Florida Statutes.

DUTIES AND RESPONSIBILITIES

The Tax Collector is responsible for the collection and distribution of all current and delinquent ad valorem taxes and ad valorem assessments levied by the local taxing authorities.

The Tax Collector also serves as a fee agent for the executive branch of state government, including: the Department of Revenue, Environmental Protection, Highway Safety and Motor Vehicles and the Florida Fish and Wildlife Conservation Commission.



**COURT COSTS**

EXPENDITURES	Actual FY 2000	Amended Budget FY 2001	Adopted Budget FY 2002	% Change Over FY 2001	Approved Budget FY 2003
Personal Services	\$ 13,738	\$ 14,296	\$ 15,362	7%	\$ 16,129
Operating Expenses	1,200,361	1,433,922	1,450,922	1%	1,530,101
Capital Outlay	6,895	39,524	10,000	(75%)	11,800
Total Expenditures	\$ 1,220,994	\$ 1,487,742	\$ 1,476,284	(1%)	\$ 1,558,030

DUTIES AND RESPONSIBILITIES

Costs are related to Article V of the Florida Constitution and include the following:

- 1) Monthly billings from the Clerk of Courts as mandated by Florida Statutes.
- 2) Payment of attorney fees for indigents.
- 3) Costs associated with filing appeals for indigents.
- 4) Court-ordered payments for services, including investigation and medical evaluations.

PUBLIC DEFENDER

EXPENDITURES	Actual FY 2000	Amended Budget FY 2001	Adopted Budget FY 2002	% Change Over FY 2001	Approved Budget FY 2003
Operating Expenses	\$ 170,922	\$ 159,087	\$ 172,252	8%	\$ 173,742
Capital Outlay	5,797	6,376	9,253	45%	5,839
Total Expenditures	\$ 176,719	\$ 165,463	\$ 181,505	10%	\$ 179,581

DUTIES AND RESPONSIBILITIES

Pursuant to Chapter 27.51, Florida Statutes, the Public Defender shall provide legal representation to any person who is determined by the Court to be indigent and who is arrested for, or charged with, either a felony, misdemeanor, violations of a municipal or county ordinance, a juvenile delinquency case or involuntary hospitalization due to mental illness.

**STATE ATTORNEY**

EXPENDITURES	Actual FY 2000	Amended Budget FY 2001	Adopted Budget FY 2002	% Change Over FY 2001	Approved Budget FY 2003
Operating Expenses	\$ 53,525	\$ 78,593	\$ 67,108	(15%)	\$ 70,303
Capital Outlay	7,488	10,600	73,800	596%	23,800
Total Expenditures	\$ 61,013	\$ 89,193	\$ 140,908	58%	\$ 94,103

DUTIES AND RESPONSIBILITIES

Pursuant to Chapter 27.34, Florida Statutes, the State Attorney, with the aid of appointed assistants and staff, shall appear within his/her judicial circuit and prosecute or defend on behalf of the State, all suits, applications, or motions, civil and criminal, in which the State is a party.

LAW LIBRARY

EXPENDITURES	Actual FY 2000	Amended Budget FY 2001	Adopted Budget FY 2002	% Change Over FY 2001	Approved Budget FY 2003
Operating Expenses	\$ 84,005	\$ 100,059	\$ 110,050	10%	\$ 114,230
Capital Outlay	72,818	59,436	48,287	(19%)	42,307
Administration Costs	7,135	15,591	9,435	(39%)	14,873
Total Expenditures	\$ 163,958	\$ 175,086	\$ 167,772	(4%)	\$ 171,410

DUTIES AND RESPONSIBILITIES

Pursuant to Chapter 12.16, Lake County Ordinances, the Law Library was established to provide a collection of legal materials in both paper and electronic format that will meet the legal informational needs of judges, attorneys, students, County staff, and the citizens of Lake County. All costs are funded by user fees.

Preserving the Past...

Envisioning the Future



Capital Improvement Program

Five-Year Capital Plan
Five-Year Capital Improvement Detail
Five-Year Road Program



	<u>Page</u>
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Road Impact Fee Program.....	315





FIVE-YEAR CAPITAL PLAN

A county Capital Improvement Program (CIP) is essentially a planning tool whereby the local government puts forth a substantial effort to identify and schedule capital improvements over an extended period of years. Projects included in the CIP are typically those which replace or improve the local government's infrastructure in terms of its buildings, roads, land, stormwater facilities, vehicles/heavy equipment or related items which serve to facilitate local government in the provision of services as required by local mandate or state law.

The Department of Growth Management has been working closely with the County to align the capital outlay section of the Comprehensive Plan with the Budget. In addition, the Department presented the Lake County Evaluation and Appraisal Report (EAR) of the Comprehensive Plan to the BCC on December 14, 1999. The BCC adopted the plan at that time.

Facilities Improvement and Equipment Acquisition

The Capital Outlay Summary by Fund represents all capital outlay for the BCC for FY 2002 and 2003. The threshold to be included in this list is an estimated cost per asset equal to or greater than \$750 with a useful life of greater than one year.

Similarly, these projects are prioritized annually and matched with available funding sources. Under the direction of the County Manager, Department Directors have presented to the Capital Improvement Program Team a detailed description of these projects for the next five years. The threshold needed for a project to be considered for inclusion in the CIP is an estimated cost per asset equal to or greater than \$100,000. Costs are expressed in FY 2002 dollars and do not take inflation into account.

The CIP Plan presented on the following pages only includes the projects that are budgeted. Because the Infrastructure Sales Tax sunsets in December 2002, the projects that are funded by this revenue source were limited to a two-year budget period. There are a significant number of other projects in the County that are under consideration and would need to be prioritized provided the additional funding is available.

Transportation Road Program

The Transportation Road Program, under the Department of Public Works, prepares a five-year schedule, which is adopted by the Board of County Commissioners. The funding level is not projected to be sufficient for all clay-to-paved projects listed in the five-year program. Therefore, annually, projects are matched with funding sources, and current year expenses are budgeted. Road projects funded by gas taxes are prioritized within commission districts; road projects funded by impact fees are prioritized by benefit district.

During FY 2001, the Board of County Commissioners approved funding \$2,000,000 from the extra penny sales tax revenue for road projects in FY 2002. The extra penny sales tax sunsets in December 2002. In November 2001, Lake County citizens approved the vote to renew the continuation of this tax for another 15-year period. The County will receive one-third of this revenue during that time period. The BCC approved one-half of this to be spent annually on road projects. These road projects are listed under the section entitled "Subsequent Event" beginning on page 305.

Additional Annual Costs

Additional annual costs (reductions) have been included where appropriate, and when a reasonable estimate could be made.

Subsequent Event

Lake County collects revenue for an extra penny sales tax used for infrastructure. This revenue source sunsets December 2002. The extension for the continuation of this tax for a 15-year period was voted on and approved by the citizens of



Lake County in November 2001. The projects listed on pages 305 - 307 were approved by the Lake County BCC for the first five years of the renewal on the condition that the extension was approved by the voters of Lake County.

Policies Used in Developing the Capital Improvement Program

Key management, financial and planning policies help staff identify projects that should be included in the annual CIP, and how those projects will be integrated into the County's annual budgeting process:

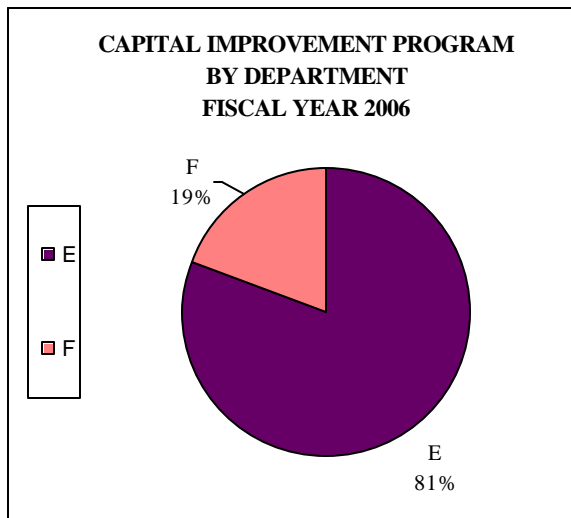
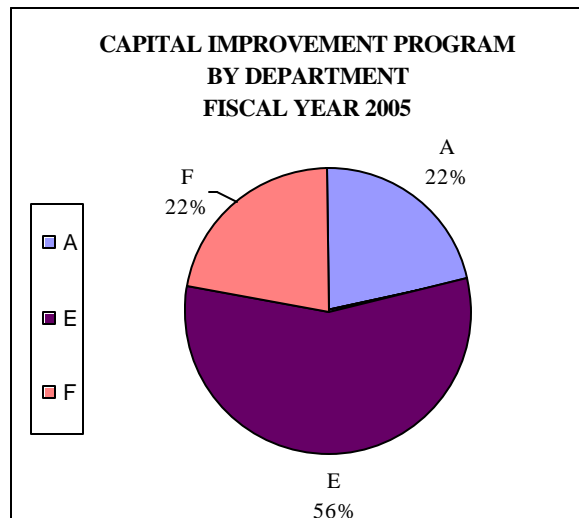
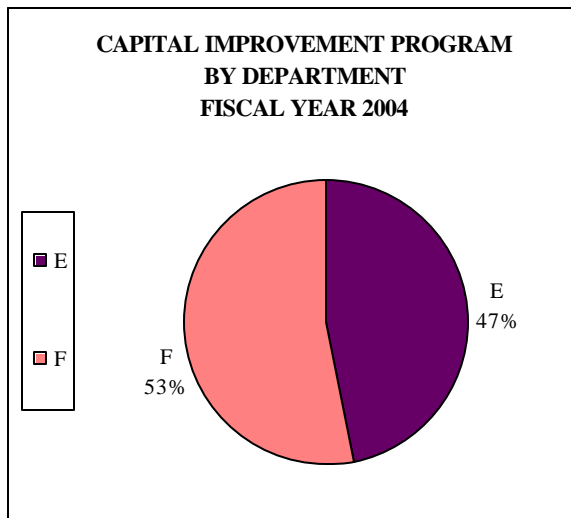
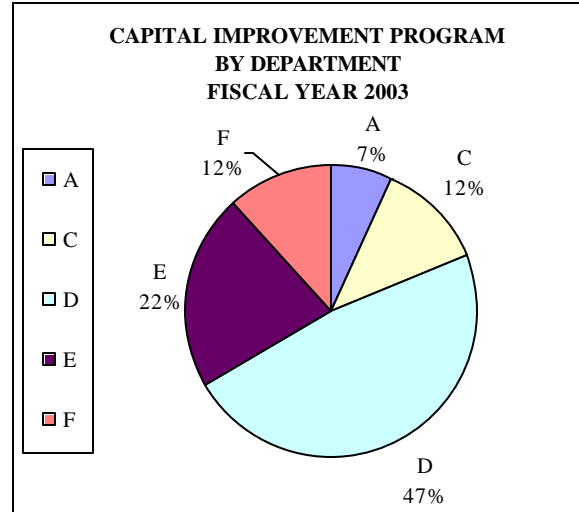
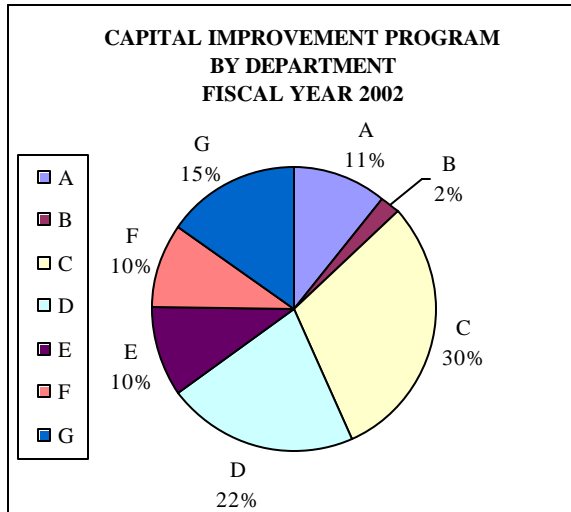
1. Capital Projects should:
 - a. Support County Commission Focus Area Goals, and be consistent with Lake County's Comprehensive Plan.
 - b. Prevent the deterioration of the County's existing infrastructure and protect its investments in parks, roads, and buildings.
 - c. Encourage and sustain economic development in Lake County.
 - d. Respond to and anticipate future growth in the County.
 - e. Increase the efficiency and productivity of County operations.
2. When possible, capital projects constructed in response to residential or commercial development should be financed through growth in the tax base and Impact Fees.
3. The impact of capital projects on the operating budget should always be an important consideration when evaluating projects for inclusion in the Capital Improvement Program.



Fiscal Years 2002 and 2003

Five-Year Capital Plan Fiscal Years 2002 - 2006

The following charts depict the Capital Improvements Program by Department for each of the five fiscal years:
(Note: The charts below do not include the Road Program or the subsequent renewal of Infrastructure Sales Tax.)



- A - Department of Community Services
- B - Economic Development Office
- C - Department of Emergency Services
- D - Department of Facilities & Capital Improvements
- E - Department of Public Works
- F - Department of Solid Waste Management
- G - Supervisor of Elections

**Fiscal Years 2002 and 2003****Capital Outlay Summary By Fund**

	FY 2002 Adopted	FY 2003 Approved
General Fund:		
County Manager	\$ 4,000	\$ -
EDC Coordinator	1,900	-
Outreach Development	24,079	-
Department of Facilities & Capital Improvements	251,522	240,469
Department of Growth Management	72,723	52,755
Department of Fiscal & Administrative Services	229,011	131,325
Office of Communications Systems	7,050	15,000
Department of Community Services	2,000	2,555
Department of Emergency Services	146,448	94,936
Judicial	93,053	41,439
In-House Support Law Enforcement	78,000	78,000
Total General Fund (Fund 001)	909,786	656,479
Department of Public Works (Fund 112)	4,300,954	3,705,992
Christopher C. Ford Central Park Fund (Fund 114)	44,617	-
Road Impact Fees Fund (Fund 115)	31,545,643	21,012,427
Mosquito Management Fund (Fund 116)	34,259	29,662
Law Library (Fund 117)	48,287	42,307
Aquatic Plant Management Fund (Fund 118)	10,000	-
Fish Conservation (Fund 119)	20,000	-
Community Development (Fund 120)	515,861	423,300
Transportation Disadvantaged (Fund 121)	136,000	317,370
Stormwater Management Fund (Fund 123)	1,013,650	1,580,000
Emergency 911 Fund (Fund 124)	91,926	20,628
Law Enforcement Trust Fund (Fund 133)	2,500	2,500
Pollution Recovery Fund (Fund 150)	19,550	4,870
Building Services Fund (Fund 152)	131,881	82,200
Department of Emergency Services (Fund 168)	4,051,958	631,375
Fire Services Impact Fee Trust Fund (Fund 169)	1,441,081	364,000
Pari-Mutuel Revenues Replacement Program (Fund 251)	3,968,498	10,354
Sales Tax Capital Projects (Fund 301)	15,693,673	2,685,420
Parks Capital Projects (Fund 302)	513,725	35,000
Solid Waste Management Fund (Fund 420)	366,770	946,800
Solid Waste Capital Projects (Fund 421)	223,844	-
Solid Waste Closures & Long-Term Care (Fund 422)	579,227	463,927
Solid Waste Long-Term Capital Projects (Fund 423)	-	2,002,586
Fleet Maintenance (Fund 540)	61,800	3,500
County Library System Fund (Fund 690)	622,716	675,500
TOTAL CAPITAL OUTLAY - ALL FUNDS	\$ 66,348,206	\$ 35,696,197

This summary represents all capital outlay for the BCC for FY 2002 and 2003. The threshold to be included in this list is an estimated cost per asset equal to or greater than \$750 with a useful life of greater than one year.



Fiscal Years 2002 and 2003

Project Summary Capital Improvements Program

Project Name	FY 2002	FY 2003	FY 2004	FY 2005	FY 2006	Total	Funding Source
Department of Community Services:							
Citrus Ridge Library (site only)	\$ 400,000					\$ 400,000	Infrastructure
Groveland Library Renovation	200,000					200,000	Infrastructure
Library Modular Bldgs for Astor & Paisley	523,317					523,317	Infrastructure
Library Furniture/Books for Groveland Library	215,462					215,462	Infrastructure
Library Furniture/Books for Central Lake, Astor & Paisley	627,417					627,417	Infrastructure
Lake Kathryn Roads		1,042,674				1,042,674	CDBG
CDBG Road Paving				562,000		562,000	CDBG
	1,966,196	1,042,674	-	562,000	-	3,570,870	
Economic Development Office:							
Community Centers for Astatula, Paisley & Umatilla	372,391	-	-	-	-	372,391	State Grant
Department of Emergency Services:							
Radio Communications	4,290,000					4,290,000	Infrastructure
Fire Station 94	563,795					563,795	Fire Assm't
Fire Station 11	477,498					477,498	Fire Assm't
Fire Station 71		350,000				350,000	Fire Assm't
Fire Station 92	150,000	477,498				627,498	Fire Assm't
Fire Station 51		100,000				100,000	Fire Assm't
Aerial Apparatus		475,000				475,000	Fire Assm't
Pumper Truck		157,000				157,000	Fire Impact
Tanker Truck		177,000				177,000	Fire Impact
	5,481,293	1,736,498	-	-	-	7,217,791	
Department of Facilities and Capital Improvements:							
First Union Building Renovation	1,057,485					1,057,485	Infrastructure
Communications Center Renovation	625,000					625,000	Infrastructure
Jud. Ctr. Parking Lot	317,965					317,965	Infrastructure
Chilled Wtr Lines	1,464,240					1,464,240	Infrastructure
Lake Idamere Park	254,091					254,091	Grant & Gen Fd
Twin Lakes Park	168,006					168,006	Grant & Gen Fd
Recreational Park Dev		4,300,000				4,300,000	Pari-Mutuel
South Lake County Government Complex (site only)		2,000,000				2,000,000	Infrastructure
Fairgrounds/Expo Center Renovation		750,000				750,000	Infrastructure
	3,886,787	7,050,000	-	-	-	10,936,787	



Fiscal Years 2002 and 2003

Project Summary

Capital Improvements Program

Project Name	FY 2002	FY 2003	FY 2004	FY 2005	FY 2006	Total	Running Source
Department of Public Works:							
Rails to Trails	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 1,250,000	TBD
Special Assm't Road							
Paving Program	500,000	500,000	500,000	500,000	500,000	2,500,000	Gas Tax
Sidewalks	100,000	140,000	180,000	220,000	260,000	900,000	Gas Tax
Lake Griffin Basin							
Stormwater Project	600,000	450,000				1,050,000	Stormwater Tax
Lake Minnehaha Basin							
Stormwater Project	200,000	400,000				600,000	Stormwater Tax
Stormwater Projects-Clear, Myrtle & Smith Lakes		220,000				220,000	Stormwater Tax
Stormwater Projects-Lake Dexter & Sandhill Pond		300,000				300,000	Stormwater Tax
Special Projects	210,000	210,000				420,000	Stormwater Tax
Replacement Equipment		803,000	1,205,000	496,000	763,040	3,267,040	Gas Tax
	1,860,000	3,273,000	2,135,000	1,466,000	1,773,040	10,507,040	
Department of Solid Waste Management:							
Solid Waste Recycling Facility	1,500,000					1,500,000	Infrastructure
Pine Lakes Drop-Off Facility	233,844					233,844	Solid Wst Fees
Replacement Equipment		660,000				660,000	Solid Wst Fees
Rubber Tire Excavator		175,000				175,000	Solid Wst Fees
Landfill Infill		878,300				878,300	Solid Wst Fees
Landfill Cell Phase IIIA			2,255,098			2,255,098	Solid Wst Fees
Administration							
Building Addition			152,979			152,979	Solid Wst Fees
Replacement Equipment				582,243	428,832	1,011,075	Solid Wst Fees
	1,733,844	1,713,300	2,408,077	582,243	428,832	6,866,296	
Supervisor of Elections:							
Touch Screen Voting Machines	2,729,825	-	-	-	-	2,729,825	Infrastructure
Total By Year	\$ 18,030,336	\$ 14,815,472	\$ 4,543,077	\$ 2,610,243	\$ 2,201,872	\$ 42,201,000	

Note: This Project Summary does not include the Road Program or the subsequent renewal of the Infrastructure Sales Tax.

**Department: Community Services****Project Name:** Citrus Ridge Library (site only)**Estimated Cost of Project:** \$400,000**Completion Date:** Fiscal Year 2002**Funding Source:** Infrastructure Sales Tax

Impact Annual Operating Costs (Savings): After the library building is constructed, the additional annual operating costs, which are General Fund funded, are approximately \$225,000 per year and include five additional staff positions. The cost of the current leased space is \$75,600 per year, increasing to \$78,750 annually in March 2002.

Description: The initial funding for this project is for a 2 acre site for the location of the Citrus Ridge Library. At this time, the library building is proposed to be approximately 15,000 square feet to serve a rapidly growing population. The cost of the entire project, including the building, property, and furnishings, is projected to be approximately \$3,900,000.

Department: Community Services**Project Name:** Groveland Library Renovation**Estimated Cost of Project:** \$200,000**Completion Date:** Fiscal Year 2002**Funding Source:** Infrastructure Sales Tax

Impact Annual Operating Costs (Savings): There will be additional utility and maintenance costs for the County after the renovation of this facility is completed.

Description: In Fiscal Year 2001, the County purchased a hardware store for renovation to be used for the site for the Groveland Library. This 4,500 square foot existing facility will be renovated with a re-roof, replacement of the front porch, and a new entranceway designed and installed at the rear of the building. There will be demolition of the building attachments (shed and apartment) and surface parking added. The addition of ADA bathrooms, HVAC system, and voice and data wiring are also included.

Department: Community Services**Project Name:** Library Modular Buildings
for Astor and Paisley Libraries**Estimated Cost of Project:** \$523,317**Completion Date:** Fiscal Year 2002**Funding Source:** Infrastructure Sales Tax

Impact Annual Operating Costs (Savings): The new facilities will require staffing, operating and maintenance costs. These costs are included in the budget for FY 2002.

Description: The Paisley Library will be located at the current Paisley Community Park and the Astor Library will be located at the Astor Lion's Club Park. Each site will have a 5,000 square foot modular building constructed with paved parking lots.



Department: Community Services

Project Name: Library Furniture and Books for
Groveland (Marion Baysinger) Library

Estimated Cost of Project: \$215,462

Completion Date: Fiscal Year 2002

Funding Source: Infrastructure Sales Tax

Impact Annual Operating Costs (Savings): This library will move from donated space to a new location in FY 2002. It will require additional staffing, maintenance and operating costs that are included in the FY 2002 budget.

Description: These dollars are for the library books and materials, computers and furniture required for the new library in Groveland.

Department: Community Services

Project Name: Library Furniture and Books for
Central Lake, Astor and Paisley Libraries

Estimated Cost of Project: \$627,417

Completion Date: Fiscal Year 2002

Funding Source: Infrastructure Sales Tax

Impact Annual Operating Costs (Savings): The additional annual operating costs will be for staffing, operation costs, as well as maintenance and upkeep costs. These are included in the FY 2002 budget.

Description: This is for the library books and materials, computers and furniture for these three library locations.

Department: Community Services

Project Name: Lake Kathryn Roadway Paving

Estimated Cost of Project: \$1,042,674

Completion Date: Fiscal Year 2003

Funding Source: Community Development
Block Grant (CDBG) Funds

Impact Annual Operating Costs (Savings): After the project is completed, these roads will be absorbed into the County road maintenance plan in the Department of Public Works.

Description: Roads in the Lake Kathryn area were left unpaved by the developer and have deteriorated to be nearly impassible by emergency services and law enforcement vehicles. The roadway improvements planned for Lake Kathryn are being overseen by the Lake County Department of Public Works. The design portion of the project was completed in Fiscal Year 2000. This phase of paving will be for Hibiscus Avenue and the connecting street with sufficient right-of-way.



Department: Community Services

Project Name: CDBG Road Paving Projects

Estimated Cost of Project: \$562,000

Completion Date: Fiscal Year 2005

Funding Source: Community Development
Block Grant (CDBG) Funds

Impact Annual Operating Costs (Savings): Because the projects have yet to be specifically identified, no projection can be made at this time for any impact on annual operating costs, but the costs for a newly paved road are minimal.

Description: A specific percent of the total dollars received through CDBG have been set aside as a priority for street improvements in low and moderate income neighborhoods. The County has designated \$1,604,675 in total dollars in CDBG funds to pave or reconstruct these roads by September 30, 2005. Once the road paving project for the Lake Kathryn area (listed previously) is complete, other projects will be identified for this program.

Department: Economic Development

Project Name: Community Centers for
Astatula, Paisley and Umatilla

Estimated Cost of Project: \$372,391

Completion Date: Fiscal Year 2002

Funding Source: Grant - Florida Office of
Tourism, Trade & Economic Development

Impact Annual Operating Costs (Savings): The impact of additional annual operating costs should be minimal for the County because partnerships will be formed in the community to alleviate some of these costs.

Description: Three modular buildings from 2,000 to 4,000 square feet would be purchased and placed at locations in the Town of Astatula, City of Umatilla and the Paisley Community. The primary goal of these centers is to establish them as a community meeting place to encourage social gatherings, planned activities for the youth and elderly, club activities and organizational activities. The centers would be co-located with parks allowing active recreation, such as Little League and soccer, and with libraries.

The community center for the City of Umatilla would be a 2,000 square foot building at an approximate cost of \$98,600. The Town of Astatula and Paisley Community would each have a 4,000 square foot building at a cost of approximately \$135,000 for each building.

The funding for these community centers is contingent upon the State approval of the amendment to the grant proposal recently submitted.

Department: Emergency Services

Project Name: Radio Communications System

Estimated Cost of Project: \$4,290,000

Completion Date: Fiscal Year 2002

Funding Source: Infrastructure Sales Tax

Impact Annual Operating Costs (Savings): Each mobile unit will cost \$850 and each portable will cost \$1,399. These are budgeted by the respective user department.

Description: A 220 MHz system comprised of six (6) sites, ten (10) channels per site, will provide countywide mobile coverage and selected portable coverage.



Department: Emergency Services

Project Name: Fire Station 94

Estimated Cost of Project: \$563,795

Completion Date: Fiscal Year 2002

Funding Source: Fire Assessment Fees

Impact Annual Operating Costs (Savings): The additional annual operating costs would be the cost for basic utilities and upkeep of the station. No additional staff would be required.

Description: This project is to construct a new fire station in the south end of the County in the area of Highway 27 and Highway 474 to improve response time to this area. The land has already been purchased for this fire station.

Department: Emergency Services

Project Name: Fire Station 11

Estimated Cost of Project: \$477,498

Completion Date: Fiscal Year 2002

Funding Source: Fire Assessment Fees

Impact Annual Operating Costs (Savings): Because an old fire station will be closed and its staff will relocate to the newer station, operating costs will be reduced.

Description: This project is budgeted to build a new fire station in the Astor Community of the county. The land for the new fire station is already owned by the County.

Department: Emergency Services

Project Name: Fire Station 71

Estimated Cost of Project: \$350,000

Completion Date: Fiscal Year 2003

Funding Source: Fire Assessment Fees

Impact Annual Operating Costs (Savings): The additional annual operating costs would be the cost for basic utilities and upkeep of the station. No additional staff would be required.

Description: This project is to construct a new fire station in the Astatula/Lake Jem area and staff it 24 hours per day.

Department: Emergency Services

Project Name: Fire Station 92

Estimated Cost of Project: \$627,498

Completion Date: Fiscal Year 2003

Funding Source: Fire Assessment Fees

Impact Annual Operating Costs (Savings): The additional annual operating costs would be the cost for basic utilities and upkeep of the station. No additional staff would be required. The construction of a new fire station would eliminate the current annual cost of a building lease.

Description: During Fiscal Year 2002, land would be purchased to relocate and construct a new fire station in the Minneola area. The construction of the new fire station probably would be started in Fiscal Year 2003. This station will replace the building that is currently being leased for a fire station.



Department: Emergency Services

Project Name: Fire Station 51

Estimated Cost of Project: \$100,000

Completion Date: Fiscal Year 2003

Funding Source: Fire Assessment Fees

Impact Annual Operating Costs (Savings): Because an old fire station will be closed and its staff will relocate to the newer station, operating costs will be reduced.

Description: Lake County has joined with the City of Leesburg to build and staff a fire station at the Leesburg Airport. These funds are to be used to add an additional bay to the future City of Leesburg fire station.

Department: Emergency Services

Project Name: Aerial Apparatus

Estimated Cost of Project: \$475,000

Completion Date: Fiscal Year 2003

Funding Source: Fire Assessment Fees

Impact Annual Operating Costs (Savings): The additional annual operating costs would be the cost for basic upkeep of the aerial truck.

Description: These dollars are budgeted to purchase a new aerial truck to be placed at Station 94 in the south end of the county.

Department: Emergency Services

Project Name: Pumper Truck

Estimated Cost of Project: \$157,000

Completion Date: Fiscal Year 2003

Funding Source: Fire Impact Fees

Impact Annual Operating Costs (Savings): The additional annual operating costs would be the cost for basic upkeep of the pumper truck. It will reduce the costs of maintaining the replaced older pumper.

Description: These dollars are budgeted to purchase a new pumper truck that is 20 years old.

Department: Emergency Services

Project Name: Tanker truck

Estimated Cost of Project: \$177,000

Completion Date: Fiscal Year 2003

Funding Source: Fire Impact Fees

Impact Annual Operating Costs (Savings): The additional annual operating costs would be the cost for basic upkeep of the tanker truck.

Description: These dollars are budgeted to purchase an additional tanker needed to provide a firefighting water supply to rural areas of Lake County that do have water systems.



Department: Facilities and Capital Improvements

Project Name: First Union Building Renovation

Estimated Cost of Project: \$1,057,485

Completion Date: Fiscal Year 2002

Funding Source: Infrastructure Sales Tax

Impact Annual Operating Costs (Savings): There will be additional utility and maintenance costs for the County after this facility is renovated.

Description: The County purchased this 15,500 square foot facility in Fiscal Year 2001 from the First Union Bank. Some of the employees of the Clerk of the Circuit Court will be relocated to this building. The renovation of the building includes replacement of the roof and miscellaneous renovation of the interior space. Also, included in the renovation will be the purchase and installation of systems furniture for the relocated employees.

Department: Facilities and Capital Improvements

Project Name: Communications Center Renovation (Building H)

Estimated Cost of Project: \$625,000

Completion Date: Fiscal Year 2002

Funding Source: Infrastructure Sales Tax

Impact Annual Operating Costs (Savings): There will be additional utility costs for a climate control environment for the computers.

Description: This is the relocation of the Emergency Medical Services and E911 staff to this central location. The roof will be replaced and an HVAC system will be added.

Department: Facilities and Capital Improvements

Project Name: Judicial Center Parking Lot

Estimated Cost of Project: \$317,965

Completion Date: Fiscal Year 2002

Funding Source: Infrastructure Sales Tax

Impact Annual Operating Costs (Savings): If there are any additional operating costs for this project, they will be minimal.

Description: The retention pond at the north end of the Judicial Center will be filled in and converted to a surfaced parking lot that will provide 90 spaces. The retention pond area will be relocated along the abandoned railroad track along Alfred Street to the northwest of this property. The entrance to the Judicial Center will be reconfigured to close the front drive and provide 18 additional parking spaces and a landscaped entranceway.

**Department: Facilities and Capital Improvements****Project Name:** Chilled Water Lines - Replacement**Estimated Cost of Project:** \$1,464,240**Completion Date:** Fiscal Year 2002**Funding Source:** Infrastructure Sales Tax

Impact Annual Operating Costs (Savings): The exact dollar savings is not known at this time. However, the Prelude side of this replacement will operate more efficiently for a utility cost savings. This repair also will save in maintenance costs and system downtime.

Description: Remodeling, replacement and upgrade to the underground chilled water supply and return lines from the Jail power plant to the Administration Building is necessary. The existing PVC chilled water lines are being replaced with insulated welded steel lines. The PVC lines are high maintenance and prone to failure. The new system will have an infinite lifespan.

Department: Facilities and Capital Improvements**Project Name:** Lake Idamere Park**Estimated Cost of Project:** \$254,091**Completion Date:** Fiscal Year 2002**Funding Source:** Grant Funds & General Fund

Impact Annual Operating Costs (Savings): The additional staffing and maintenance costs for this park could be as much as \$100,000.

Description: This 45-acre heavily wooded park on the south side of Lake Idamere in south Tavares is slated for Phase I development and completion by September 2002. The County was awarded a \$100,000 matching Florida Recreation Development Assistance Program grant for this park. Phase I plans include multi-purpose fields, playground, fishing pier, trail, canoe launch, basketball and volleyball courts, picnic area, nature study area and a restroom facility.

Department: Facilities and Capital Improvements**Project Name:** Twin Lakes Park**Estimated Cost of Project:** \$168,006**Completion Date:** Fiscal Year 2002**Funding Source:** Grant Funds & General Fund

Impact Annual Operating Costs (Savings): The additional staffing and maintenance costs for this park could be as much as \$50,000.

Description: This 15-acre park in the Bassville Park area connected to the west side of C.R. 473 is slated for completion by September 2002. The County was awarded a matching \$100,000 Florida Recreation Development Assistance Program grant for this park. The development plans include a playground, picnic area, basketball court, trail, boardwalk, restroom facility and a parking lot.



Department: Facilities and Capital Improvements

Project Name: Recreational Park Development

Estimated Cost of Project: \$4,300,000

Completion Date: Fiscal Years 2002 and 2003

Funding Source: Pari-Mutuel Revenue
Replacement Program Funds

Impact Annual Operating Costs (Savings): Because the scope of these projects has not been finalized, the additional annual operating costs cannot be determined yet.

Description: The County issued \$4,400,000 in bonds to provide funds to finance the cost of acquisition, construction and equipping of certain capital improvements to be made within the County, including the acquisition of land for regional parks and various walking and biking trails. The bonds are secured by a pledge of sales tax revenues received by the County as a replacement of the funds previously distributed from racetrack and jai alai fronton revenues. At a fiscal retreat the BCC approved staff to pursue the following ideas for use of this money.

South County - It was recommended that property be purchased for a South District Park to be located near Hartwood Marsh Road. The dollars could be combined with infrastructure sales tax dollars to provide for a joint facility to include the South Lake Government Complex and recreation facilities.

Central County - It was recommended that property be purchased for a Central District Park to be located north of the Turnpike, east of U.S. Highway 27, west of State Road 19, and south of County Road 48. One potential site recommended was a 130-acre parcel on Dewey Robbins Road.

North County - It was recommended that a North District Park be located in Altoona by expanding the McTureous Memorial Park with multi-use fields and the creation of a Heritage Village. It was also recommended that a multi-use trail be developed from the Altoona area north through the towns along the Astor-Lake Eustis rail bed.

Department: Facilities and Capital Improvements

Project Name: South Lake County Government Complex (site only) **Estimated Cost of Project:** \$2,000,000

Completion Date: Fiscal Year 2003

Funding Source: Infrastructure Sales Tax

Impact Annual Operating Costs (Savings): The additional operating costs could be \$60,000 per year plus additional personnel, dependent on the size of the building. The cost of the current leased space for Growth Management is \$39,600 per year; the Tax Collector's Office lease is \$26,170 per year; and the Sheriff's Office lease is \$24,000 per year.

Description: The initial funding for this project is to purchase land for an annex building in the south end of the County. The building would provide workspace for the Building Division of the Department of Growth Management, the Property Appraiser, Tax Collector, and a courtroom. The Clermont substation for the Sheriff's Office is anticipated to be moved to this facility.
(Also see Subsequent Event listing)



Department: Facilities and Capital Improvements

Project Name: Fairgrounds/Expo Center Renovation

Estimated Cost of Project: \$750,000

Completion Date: Fiscal Year 2003

Funding Source: Infrastructure Sales Tax

Impact Annual Operating Costs (Savings): There will be additional utility costs and maintenance costs for staff. These additional costs may be offset with increased revenue for activity options that are turned away because the facility currently is not air conditioned.

Description: This is a renovation project for the Expo Hall that is a 41,750 square foot facility that is rented and leased out for various activities. The main cost of the renovation is the addition of an HVAC system to the existing building for a climate-controlled environment. The renovation also includes electrical upgrades and changes for the Expo office space and the addition of ADA bathrooms.

Department: Public Works

Project Name: Rails to Trails

Estimated Cost of Project: \$250,000 Annually

Completion Date: No definite completion date
Projects done annually

Funding Source: To Be Determined

Impact Annual Operating Costs (Savings): Any additional annual operating costs would need to be determined on a per project basis.

Description: The County is in the process of completing a master plan for the rails/trails in the south end of the county. The plan would include the second phase of the existing rails/trails.

Department: Public Works

Project Name: Special Assessment Road Paving Program

Estimated Cost of Project: \$500,000 Annually

Completion Date: No definite completion date
Projects done annually

Funding Source: Gas Tax

Impact Annual Operating Costs (Savings): After the road paving projects are completed, these newly paved roads become part of the maintenance plan for the County.

Description: In 1982, the BCC established the Special Assessment Road Paving Program for paving roads not in the County Maintenance System in order that they could be accepted by the County for maintenance. The County requires a petition process from the property owners involved in order to initiate a project. The project is then competitively bid by the County and constructed by a private contractor. The County pays a portion of the cost, generally 33%, with the property owners paying the remaining 67%. The County will finance the property owner's portion over a seven-year period, with interest. This department budgets \$500,000 per year for this program.

**Department: Public Works****Project Name:** Sidewalks**Estimated Cost of Project:** Varied**Completion Date:** No definite completion date
Projects done annually**Funding Source:** Gas Tax

Impact Annual Operating Costs (Savings): After the sidewalk projects are completed, the new sidewalks become part of the maintenance plan for the County.

Description: The County has a schedule of sidewalk projects that was approved by the BCC. These projects are at various locations throughout the unincorporated portions of the County. Generally, these sidewalks are constructed in areas around the public schools where children walk to and from school daily.

Department: Public Works**Project Name:** Lake Griffin Basin Stormwater Project**Estimated Cost of Project:** \$1,050,000**Completion Date:** Fiscal Year 2003**Funding Source:** Stormwater Ad Valorem Tax

Impact Annual Operating Costs (Savings): The additional annual operating costs for this project would be approximately \$1,500. These costs are associated with the maintenance of the stormwater drainage and treatment systems, including silt and debris removal, mowing and sorbent replacement.

Description: This project includes the acquisition of lands to accommodate stormwater drainage and treatment systems, whole or in part, as well as acquisition of any easements not donated or currently deeded to the County. It also includes five stormwater drainage systems to be improved or retrofitted to provide treatment of stormwater runoff prior to discharge into Lake Griffin. The improvements/retrofit includes increasing pond sizes, swale addition and exfiltration trenches to target stormwater constituent removal.

Department: Public Works**Project Name:** Lake Minnehaha Basin Stormwater Project**Estimated Cost of Project:** \$600,000**Completion Date:** Fiscal Year 2003**Funding Source:** Stormwater Ad Valorem Tax

Impact Annual Operating Costs (Savings): The additional annual operating costs for this project would need to be determined at a later date. These costs are associated with the maintenance of the stormwater drainage and treatment systems, including silt and debris removal, mowing and sorbent replacement.

Description: This project includes the acquisition of lands to accommodate stormwater drainage and treatment systems, whole or in part, as well as acquisition of any easements not donated or currently deeded to the County. It also includes stormwater drainage systems identified to be improved or retrofitted to provide treatment of stormwater runoff prior to discharge into Lake Minnehaha. The improvements/retrofit includes increasing pond sizes, swale addition and exfiltration trenches to target stormwater constituent removal.

**Department: Public Works**

Project Name: Stormwater Projects for
Clear, Myrtle and Smith Lakes

Estimated Cost of Project: \$220,000

Completion Date: Fiscal Year 2003

Funding Source: Stormwater Ad Valorem Tax

Impact Annual Operating Costs (Savings): The additional annual operating costs for this project would need to be determined at a later date. These costs are associated with the maintenance of the stormwater drainage and treatment systems, including silt and debris removal, mowing and sorbent replacement.

Description: These projects include stormwater drainage systems identified to be improved or retrofitted to provide treatment of stormwater runoff prior to discharge into these lakes. The improvements/retrofit will include new retention ponds and swale additions to target stormwater constituent removal.

Department: Public Works

Project Name: Stormwater Projects for
Lake Dexter and Sandhill Pond

Estimated Cost of Project: \$300,000

Completion Date: Fiscal Year 2003

Funding Source: Stormwater Ad Valorem Tax

Impact Annual Operating Costs (Savings): The additional annual operating costs for this project would need to be determined at a later date. These costs are associated with the maintenance of the stormwater drainage and treatment systems, including silt and debris removal, mowing and sorbent replacement.

Description: These projects include stormwater drainage systems identified to be improved or retrofitted to provide treatment of stormwater runoff prior to discharge into these lakes. The improvements/retrofit will include new retention ponds and swale additions to target stormwater constituent removal.

Department: Public Works

Project Name: Special Projects

Estimated Cost of Project: \$420,000

Completion Date: Fiscal Year 2003

Funding Source: Stormwater Ad Valorem Tax

Impact Annual Operating Costs (Savings): The additional annual operating costs for this project would need to be determined at a later date. These costs are associated with the maintenance of the stormwater drainage and treatment systems, including silt and debris removal, mowing and sorbent replacement.

Description: These projects include stormwater drainage systems identified to be improved or retrofitted to provide treatment of stormwater runoff prior to discharge into Lakes Dora, Gertrude, Minneola and Unity. The improvements/retrofit will include new retention ponds and swale additions to target stormwater constituent removal. Currently, the budget for these type of projects is \$210,000 per year.

**Fiscal Years 2002 and 2003****Five-Year Capital Improvement Detail
By Department****Department: Public Works****Project Name:** Replacement Equipment**Estimated Cost of Project:** \$803,000**Completion Date:** Fiscal Year 2003**Funding Source:** Gas Tax

Impact Annual Operating Costs (Savings): There would be no additional annual operating costs for this equipment. The same type of routine maintenance would be performed on the new equipment. Depending on the condition of the replaced equipment, it is either sold as scrap or traded in for the newer equipment.

Description: This department has a revolving equipment replacement schedule. The following equipment is scheduled to be replaced during Fiscal Year 2003:

Loaders (Buy Back) - (3) @ \$163,000 each	\$489,000
Grader (Buy Back) - (2) @ \$157,000 each	\$314,000

Department: Public Works**Project Name:** Replacement Equipment**Estimated Cost of Project:** \$1,205,000**Completion Date:** Fiscal Year 2004**Funding Source:** Gas Tax

Impact Annual Operating Costs (Savings): There would be no additional annual operating costs for this equipment. The same type of routine maintenance would be performed on the new equipment. Depending on the condition of the replaced equipment, it is either sold as scrap or traded in for the newer equipment.

Description: This department has a revolving equipment replacement schedule. The following equipment is scheduled to be replaced during Fiscal Year 2004:

Loader (Buy Back)	\$489,000
Grader (Buy Back) - (2) @ \$160,000 each	\$320,000
Gradall - (2) @ \$198,000 each	\$396,000

Department: Public Works**Project Name:** Replacement Equipment**Estimated Cost of Project:** \$496,000**Completion Date:** Fiscal Year 2005**Funding Source:** Gas Tax

Impact Annual Operating Costs (Savings): There would be no additional annual operating costs for this equipment. The same type of routine maintenance would be performed on the new equipment. Depending on the condition of the replaced equipment, it is either sold as scrap or traded in for the newer equipment.

Description: This department has a revolving equipment replacement schedule. The following equipment is scheduled to be replaced during Fiscal Year 2005:

Pan	\$165,000
Loader	\$171,000
Grader (New)	\$160,000

**Department: Public Works****Project Name:** Replacement Equipment**Estimated Cost of Project:** \$763,040**Completion Date:** Fiscal Year 2006**Funding Source:** Gas Tax

Impact Annual Operating Costs (Savings): There would be no additional annual operating costs for this equipment. The same type of routine maintenance would be performed on the new equipment. Depending on the condition of the replaced equipment, it is either sold as scrap or traded in for the newer equipment.

Description: This department has a revolving equipment replacement schedule. The following equipment is scheduled to be replaced during Fiscal Year 2006:

Dozer with 4-way blade	\$125,000
Heavy duty vacuum truck	\$140,000
High range bucket truck	\$110,000
Grader	\$172,040
Gradall	\$216,000

Department: Solid Waste Management**Project Name:** Solid Waste Recycling Facility**Estimated Cost of Project:** \$1,500,000**Completion Date:** Fiscal Year 2002**Funding Source:** Infrastructure Sales Tax

Impact Annual Operating Costs (Savings): The construction of this facility will triple the County's recycling ability. There may be additional operating costs, but the savings from this construction could be over \$750,000 per year by possibly reducing costs in other areas of the department.

Description: The current recycling center is at capacity. Any increases in recycling over the current tonnage of 8,000 tons cannot be handled. The cost of the project includes the construction of a building (\$1,000,000), a new baler (\$250,000) and a new sort line (\$250,000). The projected size of the new building should be approximately 20,000 to 25,000 square feet.

Department: Solid Waste Management**Project Name:** Pine Lakes Drop-Off Facility**Estimated Cost of Project:** \$233,844**Completion Date:** Fiscal Year 2002**Funding Source:** Solid Waste Fees

Impact Annual Operating Costs (Savings): There should be no additional annual operating costs associated with this project. The current landfill attendants probably will be on a rotation schedule to staff all of the drop-off facilities.

Description: This new drop-off facility will provide citizens the availability of solid waste disposal closer to home. These type of facilities are located where self-haul customers may bring their garbage and recycled items. The County picks up the dumpsters and transports it to the incinerator or bring the recycling to the recycling center at the landfill. The shed-type building that is constructed is equipped with minimal facilities for staff to be sheltered from the elements and be spotters for the drop-off facility.

**Department: Solid Waste Management****Project Name:** Replacement Equipment**Estimated Cost of Project:** \$660,000**Completion Date:** Fiscal Year 2003**Funding Source:** Solid Waste Fees

Impact Annual Operating Costs (Savings): There would be no additional annual operating costs for this equipment. The same type of routine maintenance would be performed on the new equipment. Depending on the condition of the replaced equipment, it is either sold as scrap or traded in for the newer equipment.

Description: This department has a revolving equipment replacement schedule. The following equipment is to be replace during Fiscal Year 2003:

D7 Dozer	\$360,000
950F Loader	\$200,000
Water Tanker	\$100,000

Department: Solid Waste Management**Project Name:** Rubber Tire Excavator**Estimated Cost of Project:** \$175,000**Completion Date:** Fiscal Year 2003**Funding Source:** Solid Waste Fees

Impact Annual Operating Costs (Savings): This equipment will provide minimal outside expense for landfill site development

Description: This will be new equipment that is not currently owned by the County. It will be used in landfill site development and closure.

Department: Solid Waste Management**Project Name:** Landfill Infill**Estimated Cost of Project:** \$878,300**Completion Date:** Fiscal Year 2003**Funding Source:** Solid Waste Fees

Impact Annual Operating Costs (Savings): There should be no additional annual operating costs associated with this project. No additional staff will be required at the completion of this project.

Description: This is the partial closure of landfill cells IIA and IIB. Currently, a road runs between the two cells. This project will make more efficient use of this "road" space by converting it to landfill space and connecting the two cells. This will postpone the cost of building a new landfill cell by two or three years at a cost of approximately \$2.5M.

**Department: Solid Waste Management****Project Name:** Landfill Cell Phase IIIA**Estimated Cost of Project:** \$2,255,098**Completion Date:** Fiscal Year 2004**Funding Source:** Solid Waste Fees

Impact Annual Operating Costs (Savings): There would be no additional annual operating costs for this equipment. By the time this new cell is completed, the old landfill cells will be in the process of being closed and the staff would maintain this new cell instead.

Description: This new landfill cell will be a 2-year project. The cell will be approximately a 10-acre site that would be developed behind the current landfill cells. The engineering phase would begin in Fiscal Year 2003 and the landfill construction should be completed in Fiscal Year 2004.

Department: Solid Waste Management**Project Name:** Administration Building Addition**Estimated Cost of Project:** \$152,979**Completion Date:** Fiscal Year 2004**Funding Source:** Solid Waste Fees

Impact Annual Operating Costs (Savings): This project should have no significant additional annual operating costs.

Description: This project will be an addition to the current administration building at the landfill. The expansion will provide additional office space for staff that is currently housed in two different modular buildings on site. The centralized placement of personnel will provide more efficient operations for the department.

Department: Solid Waste Management**Project Name:** Replacement Equipment**Estimated Cost of Project:** \$582,243**Completion Date:** Fiscal Year 2005**Funding Source:** Solid Waste Fees

Impact Annual Operating Costs (Savings): There would be no additional annual operating costs for this equipment. The same type of routine maintenance would be performed on the new equipment. Depending on the condition of the replaced equipment, it is either sold as scrap or traded in for the newer equipment.

Description: This department has a revolving equipment replacement schedule. The following equipment is scheduled to be replaced during Fiscal Year 2005:

644 Loader	\$166,355
826 Compactor	\$415,888

**Department: Solid Waste Management****Project Name:** Replacement Equipment**Estimated Cost of Project:** \$428,832**Completion Date:** Fiscal Year 2006**Funding Source:** Solid Waste Fees

Impact Annual Operating Costs (Savings): There would be no additional annual operating costs for this equipment. The same type of routine maintenance would be performed on the new equipment. Depending on the condition of the replaced equipment, it is either sold as scrap or traded in for the newer equipment.

Description: This department has a revolving equipment replacement schedule. The following equipment is scheduled to be replaced during Fiscal Year 2006:

826 Compactor	\$428,832
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Department: Supervisor of Elections**Project Name:** Touch Screen Voting Machines**Estimated Cost of Project:** \$2,729,825**Completion Date:** Fiscal Year 2002**Funding Source:** Infrastructure Sales Tax

Impact Annual Operating Costs (Savings): There will be initial costs for training and education in the amount of \$89,065 received by the State of Florida for this purpose. Beginning June 2004, the hardware maintenance fees will be approximately \$68,000 per year and the software maintenance and support services will be approximately \$26,000 per year. Additional temporary poll workers with limited technical experience would need to be hired during election time.

Description: The Florida Legislature recently passed new laws for elections. Among them is a law that requires all counties to use precinct-tabulated voting systems for the 2002 elections. The current voting system used in Lake County could no longer be certified for this use. The County will purchase touch screen voting systems. The purchase includes 910 voting machines, three central scanners for counting absentee ballots, software license fees and support services. The actual cost of the voting machines will be \$3,051,825. The State of Florida will offset the County's cost for the machines by \$322,500.



SUBSEQUENT EVENT

Lake County collects revenue for an extra penny sales tax used for infrastructure. This revenue source sunsets December 2002. The extension for the continuation of this tax for a 15-year period was voted on and approved in November 2001. The following projects were approved by the Lake County BCC on the condition that the extension was approved by the voters of Lake County.

Department: Community Services

Project Name: Citrus Ridge Library (Building Replacement)

Estimated Cost of Project: \$4,900,000

Completion Date: TBD during the period
January 2003 through December 2008

Funding Source: Infrastructure Sales Tax

Impact Annual Operating Costs (Savings): Because the projects have yet to be specifically defined, no projection can be made at this time for any impact on annual operating costs.

Description: Lake County will expand the existing library services in the outlying areas of the county to better serve the residents where rapid growth is taking place. The dollars earmarked here are for the purchase of land and construction of a building to replace the leased space this library now occupies.

Department: Facilities and Capital Improvements

Project Name: Purchase of green space and
environmentally sensitive lands

Estimated Cost of Project: \$5,000,000

Completion Date: TBD during the period
January 2003 through December 2007

Funding Source: Infrastructure Sales Tax

Impact Annual Operating Costs (Savings): Because the projects have yet to be specifically defined, no projection can be made at this time for any impact on annual operating costs.

Description: A total of \$5.0 million will be budgeted for the purchase of green space and environmentally sensitive lands in the county.

**SUBSEQUENT EVENT (continued)****Department: Facilities and Capital Improvements**

Project Name: Community Centers at Paisley, Yalaha,
Citrus Ridge, Umatilla and Pine Lakes

Estimated Cost of Project: \$4,200,000

Completion Date: TBD during the period
January 2003 through December 2007

Funding Source: Infrastructure Sales Tax

Impact Annual Operating Costs (Savings): Because the projects have yet to be specifically defined, no projection can be made at this time for any impact on annual operating costs.

Description: Lake County will provide for the needs of our growing population and to take needed services to our communities. Services included would be:

- "One-Stop Center" for a multitude of government services and those services provided by non-profit organizations for senior citizens, families and children.
- Congregate meals and "meals on wheels".
- Educational, social and civic activities for all residents regardless of age.
- Routine health screening for seniors.
- Kids recreation programs.
- Neighborhood meeting place.

Proposed Locations for Community Centers:

Paisley Area Community Center (6,000 square foot facility; land not included; co-locate with library and/or park)	\$ 600,000
Yalaha Area Community Center (6,000 square foot facility; land not included; co-locate with park)	\$ 700,000
Citrus Ridge Area Community Center (10,000 square foot facility; land purchase)	\$ 1,300,000
Umatilla Area Community Center (8,000 square foot facility; land purchase; co-locate with park)	\$ 900,000
Pine Lakes Area Community Center (6,000 square foot facility; land purchase; co-locate with park)	\$ 700,000

Department: Facilities and Capital Improvements

Project Name: South Lake Government Complex (Phase One)

Estimated Cost of Project: \$6,000,000

Completion Date: TBD during the period
January 2003 through December 2007

Funding Source: Infrastructure Sales Tax

Impact Annual Operating Costs (Savings): Because the projects have yet to be specifically defined, no projection can be made at this time for any impact on annual operating costs.

Description: Lake County will establish a government complex in the southern portion of the County to provide service closer to its customers. This funding is for the facility portion only. The dollars to purchase land for the complex is funded in FY 2002 through Infrastructure Sales Tax. This building would provide workspace for the Building Division of the Department of Growth Management, the Property Appraiser, Tax Collector and a courtroom. A building of approximately 10,000 to 30,000 square feet would cost approximately \$100 per square foot. The Department of Growth Management currently has a staff of 19 in a leased facility and is requesting 2 additional positions in that area in Fiscal Year 2003.



SUBSEQUENT EVENT (continued)

Department: Public Works

Project Name: Road Projects

Estimated Cost of Project: Calculated on an annual basis

Completion Date: TBD during the period
January 2003 through December 2007

Funding Source: Infrastructure Sales Tax

Impact Annual Operating Costs (Savings): Because the projects have yet to be specifically defined, no projection can be made at this time for any impact on annual operating costs.

Description: From the continuation of the sales tax revenue for another 15-year period, the BCC will receive one-third of the total revenue collected in the county. The other two-thirds are split equally between the Lake County School Board and the municipalities in the county. Of the one-third portion that the County will receive, the BCC has committed one-half of the revenue each year for road projects. The following is a list of road projects compiled by Public Works for that revenue source. These projects are already included in the County Transportation Trust Fund Road Program or Road Impact Fee Program listing on subsequent pages.

Picciola Bridge replacement design and construction
Hartwood Marsh Road: 4-lane divided from US 27 to Orange County Line
C-448: widen to 30' from C-561 to Apopka Beauclair Canal Bridge
C-452-Lakeshore Drive: widen to 24' from Colley Drive to Old Highway 441
Old 441: widen to 30' and drainage improvements from David Walker Drive
to C-44C - Eudora Road
South Dewey Robbins Road CD 2/3-2729: Phase III pave - 24'
Radio Road CR 1/3-5433: 4-lane and 2-lane divided from US 441 to
Treadway Road CR 3/5-5335
C-19A: 4-lane divided from SR 19 to C-Old 441
C-437 South: widen to 30', left turn lane at Adair, right turn lane at
SR 46 from Orange County to SR 46
C-445A: widen to 24' from SR 19 to CR 445
C-439: widen to 30' from C-44A to C-42
Keene Road CR 5-8165: pave from Peru Road CR 5-7961 to pavement
C-466: 4-lane, paved shoulders, intersection improvements from
Sumter County Line to US 27/441
Resurfacing of existing roads: \$7 million
Adding sidewalks: \$800,000



**LAKE COUNTY
DEPARTMENT OF PUBLIC WORKS
ROAD CONSTRUCTION PROGRAM
2002 - 2006**

COMMISSION DISTRICT	ESTIMATED COST
DISTRICT 1	\$2,106,500
DISTRICT 2	4,431,320
DISTRICT 3	3,190,000
DISTRICT 4	2,765,615
DISTRICT 5	<u>1,749,210</u>
TOTAL	<u><u>\$14,242,645</u></u>

Funding level is not projected to be sufficient for all clay to paved projects listed on the five-year program.



COMMISSION DISTRICT 1							
PRIORITY NUMBER	ROAD NUMBER	ROAD NAME	FROM	TO	GENERAL AREA	LENGTH IN FEET	ESTIMATED COST
PROJECTS BY CONTRACT							
1		2002 Countywide Resurfacing and Striping Program			District One		\$160,000
2		Piccola Bridge #114004 (Replacement Design)	Lake Griffin		Picciola Island		250,000
3	C-44C/ C-44A	Griffin Road (Turn Lanes, Upgrade RR Crossing, Signalization, Sidewalks)	C-468	US-27/441	Leesburg	9,250	1,017,500
4	1-6313	Lake Unity Nursery Road [pave]	End of Pavement	Eagles Nest Road 1/5-6611	Fruitland Park	7,392	225,300
5	1-5124	Shady Acres Road [pave]	Stetson Lane	End	Leesburg	1,214	39,500
6	1-5405	Myrtle Lake Avenue [pave]	End	Pavement	Fruitland Park	1,848	64,700
7	1-5603	Pine Ridge Dairy Road [pave]	C-466A	Pavement	Fruitland Park	7,550	241,600
8	1-4807	Berdetta Street [pave]	Pioneer Trail 1-4807B	End	Leesburg	422	21,000
9	1-3609	Owens Road [pave]	End	C-25A	Leesburg	2,482	86,900
TOTAL DISTRICT 1							\$2,106,500



COMMISSION DISTRICT 2							
PRIORITY NUMBER	ROAD NUMBER	ROAD NAME	FROM	TO	GENERAL AREA	LENGTH IN FEET	ESTIMATED COST
PROJECTS BY CONTRACT							
1		2002 Countywide Resurfacing & Striping Program			District Two		\$160,000
2	2-0539	Dwights Road (Culvert Replacement)			Green Swamp		140,000
	2-0542	Lake Nellie Road (Culvert Replacement)			Green Swamp		140,000
	2-0439	Greenswamp Road (Culvert Replacement)			Green Swamp		140,000
3	C-455	Realignment and Widening Realign C-455 at SR-50)	C-50	SR-50	Clermont		508,000
4	C-455	Realign Curve	Curve		Howey Heights	600	60,800
5	C-455	Montverde/Old Business District (Drainage Improvements)			Montverde		140,000
6	2-0739	Suggs Road (Relocate, pave and extend)	Lakeshore Drive 2-1040	Oswalt Road 2-0840	Lake Louisa	7,750	253,750
7	2-2227	South O'Brien Road [pave]	Coralwood Lane 2-1926	SR-19	Turnpike	8,100	283,500
	2-2233	Libby No. 3 Road [pave]	South O'Brien Road 2-2227	Pavement	Turnpike	12,750	420,750
	2-2130	West Libby Road [pave]	South O'Brien Road 2-2227	South Libby Road 2-2132	Turnpike	7,234	253,190
	2-2132	South Libby Road [pave]	End	Libby No. 3 Road 2-2233	Turnpike	4,900	171,500
8	2-2024	N. Cherry Lake Grove Road [pave]	SR-19	Cherry Lake Road C-478	Groveland	5,970	208,950

Continued on Next Page



Fiscal Years 2002 and 2003

County Transportation Trust Fund Road Program

COMMISSION DISTRICT 2							
PRIORITY NUMBER	ROAD NUMBER	ROAD NAME	FROM	TO	GENERAL AREA	LENGTH IN FEET	ESTIMATED COST
PROJECTS BY CONTRACT							
9	2-1158	John's Lake Road [pave]	End	Pavement	Clermont	3,700	\$148,000
10	2-0539	Dwights Road [pave]	Green Swamp Road 2-0439	Lake Nellie Road 2-0542	Green Swamp	9,029	250,000
11	2-1520	Sampey Road [pave]	Phelps Street	Pavement	Groveland	7,814	273,500
12	2-1751	Jim Hunt Road [pave]	End of Pavement	End	Minneola	2,006	70,000
13	2-0639	Colony Barn Road [pave]	Lake Nellie Road 2-0542	Last Chance Road	County	3,379	135,160
14	2-3110	Haywood Worm Farm Road [pave]	C-48	End	Okahumpka	1,250	50,000
	2-3108	4th Street [pave]	Bay Avenue 2-3108A	S. Quarters Road 2-3109	Okahumpka	1,300	52,000
15	2-0924	South Phillips Road [pave]	End	Pine Island Road C-565B	Pine Island	2,485	88,220
16	2-0946	East Lake Louisa Road [pave]	500' North of Lake Louisa Rd. 2-0847	Hammock Ridge Road	Clermont	3,750	150,000
17	2-1401	Chatham Road [pave]	Cowboy Road	Sloan's Ridge	Mascotte	7,762	334,000
TOTAL DISTRICT 2							\$4,431,320



COMMISSION DISTRICT 3							
PRIORITY NUMBER	ROAD NUMBER	ROAD NAME	FROM	TO	GENERAL AREA	LENGTH IN FEET	ESTIMATED COST
PROJECTS BY CONTRACT							
1		2002 Countywide Resurfacing and Striping Program			District Three		\$160,000
2	3-2839	Palm Avenue [pave]	North Buckhill Road 3-2739	Pavement	Howey	2,112	74,000
3	3-4161	Sunset Drive (Reconstruct concrete portion)	Lakeshore Drive C-452	End concrete	Mt. Dora	850	87,500
	C-452	Lakeshore Drive (Rebuild)	Colley Drive	Old 441	Mt. Dora/ Tavares	17,900	2,058,500
4	3-2831	Orange Blossom Road [pave]	End	Orange Blossom Road 3-2831	Howey	10,824	283,000
	3-2833	Revels Road [pave]	Orange Blossom Road 3-2831	SR-19	Howey	4,224	130,000
	3-2729A	Citrus Valley Road [pave]	E. Dewey Robbins Road 2/3-2729	Orange Blossom Road 3-2831	Howey	2,587	90,000
5	3-2928	Blue Sink Road [pave]	Eulett Road	Number Two Road 3-3024	Howey	4,594	125,000
6	3-3241	South Eichelberger Road [pave]	End	SR-19	Tavares	4,224	182,000
TOTAL DISTRICT 3							\$3,190,000



Fiscal Years 2002 and 2003

County Transportation Trust Fund Road Program

COMMISSION DISTRICT 4							
PRIORITY NUMBER	ROAD NUMBER	ROAD NAME	FROM	TO	GENERAL AREA	LENGTH IN FEET	ESTIMATED COST
PROJECTS BY CONTRACT							
1		2002 Countywide Resurfacing and Striping Program			District Four		\$160,000
2	4-8190	Maggie Jones Road (Culvert Replacement)	Tracy Canal		Lake Norris		125,000
3	4-9588	Alco Road [pave]	End	Dexter Road 4-9589	Astor	11,880	534,600
	4-9589	Dexter Road [pave]	Alco Road 4-9588	End	Astor	6,100	320,100
4	4-4183	Round Lake Road (Northbound and Southbound Left Turn Lanes at SR-46)	Intersection		Sorrento		265,000
5	4-9684	Park Road [pave]	Buckhorn Road 4-9584	SR-40	Astor Park	1,475	51,625
	4-9584	Buckhorn Road [pave]	C-445A	C-445A	Astor Park	3,960	138,600
	4-9684A	Cedar Crest Road [pave]	Buckhorn Road 4-9584	SR-40	Astor Park	1,478	51,730
6	4-9097	Deerhaven Road [pave]	South Blvd. 4-9096A	North Blvd. 4-9096	Deerhaven	2,650	145,750
	4-9096	North Boulevard [pave]	East Avenue	Deerhaven Road 4-9097	Deerhaven	2,006	60,180
7	4-6883	Quale Grove Road [pave]	C-439	End	East Lake	1,373	44,625
8	4-9689E	Third Street [pave]	End	SR-40	Astor	7,234	267,590
	4-9688B	West Loyd Street [pave]	Alco Road 4-9588	Third Street 4-9689E	Astor	1,485	51,975
9	4-9277	Railroad Grade Road [pave]	Marion County Line	SR-19	Ocala Forest	15,048	453,840
10	4-4683	Bird Road [pave]	Wolf Branch Road 4-4583	End	Sorrento	2,500	95,000
TOTAL DISTRICT 4							\$2,765,615



Fiscal Years 2002 and 2003

County Transportation Trust Fund Road Program

COMMISSION DISTRICT 5							
PRIORITY NUMBER	ROAD NUMBER	ROAD NAME	FROM	TO	GENERAL AREA	LENGTH IN FEET	ESTIMATED COST
PROJECTS BY CONTRACT							
1		2002 Countywide Resurfacing and Striping Program			District Five		\$160,000
2	5-7679	East Cemetery Road [pave]	Twin Ponds Road 5-7676	Saltsdale Road 5-7776	E. Umatilla	5,386	160,000
	5-7676	Twin Ponds Road [pave]	End of Pavement	C-44A	E. Umatilla	6,000	180,000
	5-7776	Saltsdale Road [pave]	East 9th Avenue 5-7880A	End	E. Umatilla	1,250	43,750
3	5-8165	Keene Road [pave]	Peru Road 5-7961	Pavement	Umatilla	11,141	318,380
	5-7961	Peru Road [pave]	Pavement	Maxwell Road 5-7967	Umatilla	675	27,000
	5-8161	County Line Road [pave]	Marion County Line	Keene Road 5-8165	Umatilla	2,250	94,500
4	5-8046	St. Thomas Avenue [pave]	Julia Boulevard 5-8046A	C-450	Lake Yale	1,500	57,000
	5-8047	Umatilla Road [pave]	C-450	Rigdon Road 5-8147	Lake Yale	4,541	139,330
	5-8046A	Julia Boulevard [pave]	St. Thomas Avenue 5-8046	Umatilla Road 5-8047	Lake Yale	1,275	48,450
5	5-8272	West Altoona Road [pave]	End of Pavement	SR-19	Altoona	4,000	110,000
6	5-7720	Matthews Road [pave]	Lake Griffin Road 5-7611	End	Pine Island	2,000	80,000
7	5-8773	Lake Road [pave]	Dupree Road 5-8871	SR-19	Lake Dorr	3,100	117,800
	5-8775	Money Road [pave]	SR-19	SR-19	Lake Dorr	1,000	42,000
	5-8871	Dupree Road [pave]	Marion County Line	Lake Road 5-8773	Lake Dorr	4,500	171,000
TOTAL DISTRICT 5							\$1,749,210



**LAKE COUNTY
DEPARTMENT OF PUBLIC WORKS
ROAD IMPACT FEE PROGRAM
2002 - 2006**

ROAD BENEFIT DISTRICT	ESTIMATED COST
1	\$3,741,000
2	23,889,090
3	26,505,357
4	10,003,213
5	49,306,301
6	<u>2,142,200</u>
TOTAL	<u><u>\$115,587,161</u></u>

Funding level is not projected to be sufficient for all projects listed; however all projects requested by the cities or the county have been included to establish priorities.



BENEFIT DISTRICT 1

PRIORITY NUMBER	ROAD NAME	FROM	TO	GENERAL AREA	ESTIMATED COST
1	SR-46/Wekiva River Rd. CR 4-4298 (Deceleration Lane)	Intersection		Wekiva River	\$52,000
2	C-445A (Widen to 24')	SR-19	C-445	Astor	850,000
3 *	C-46A (Widen to 30')	SR-46	SR-44	Seminole Springs	975,000
4	SR-19/C-42 (Realign & Signalize)	Intersection		Altoona	170,000
5	C-44A/SR-44 (30' from Bridge to Intersection)	Intersection		Cassia	80,000
6	C-42 (Widen to 30', Realign)	Marion County	C-450	Altoona	389,000
7	C-445 (Widen to 24')	SR-19	Deer Road East CR 4-9080A	Shockley	225,000
8*	C-439 (Widen to 30')	C-44A	C-42	Lake Norris	1,000,000
TOTAL BENEFIT DISTRICT 1					\$3,741,000

* Cost Split 50/50 with Benefit District 2



BENEFIT DISTRICT 2

PRIORITY NUMBER	ROAD NAME	FROM	TO	GENERAL AREA	ESTIMATED COST
	<u>CONSTRUCT</u>				
1	C-44 (Widen to 30')	SR-19	Hick's Ditch Road	Eustis	\$370,250
2	Old 441 (Widen to 30', Drainage imp., Turn land at Merry Road)	Dora Avenue C-19A	Merry Road Extension	Tavares	213,400
3	Huffstetler Drive - Phase II -(New construction 30'/Full RR Crossing, Signal at US-441, 5' Sidewalk, Turn lanes on David Walker Drive)	US-441	David Walker Drive CR 3-4756	Tavares/ Eustis	870,000
	-(New construction 30'/5' sidewalk, Turn lanes on Lake Eustis Drive)	Lake Eustis Drive CR 3-4851	Huffstetler Drive		395,000
4	C-452 (Widen to 30', Construct 5' sidewalk)	C-44	SR-19	Eustis	320,000
5 *	C-46A (Widen to 30')	SR-46	SR-44	Seminole Springs	975,000
6*	C-439 (Widen to 30')	C-44A	C-42	Lake Norris	1,000,000
7	C-437 (North) (Widen to 30')	SR-44	C-44A	Sorrento	480,000
	<u>DESIGN</u>				
1	Trowell Avenue (Widening)	Rose Street	Ocala Street	Umatilla	266,500
2	C-19A/Kurt Street CR 3-4759 (Reroute C-19A connection to US-441 to Kurt Street, Improve C-19A/ Kurt Street/US-441 Intersection)	C-19A	US-441	Tavares/ Eustis	210,000
3	C-561 (Widen to 30', Improve curves)	C-455	C-48	Astatula/ County	525,000

Continued



BENEFIT DISTRICT 2 - Continued

PRIORITY NUMBER	ROAD NAME	FROM	TO	GENERAL AREA	ESTIMATED COST
	<u>RIGHT-OF-WAY</u>				
1	C-448A Reconstruction	Duda Farm	C-448	Lake Jem	\$48,000
2	Morningside Drive CR 3/4-4568 (Widen part, Resurface)	Old 441	US-441	Mt. Dora	201,440
3	C-44 (Widen to four lanes with 3' paved shoulders)	Grand Island Shores Road CR 5-6249	SR-19	Eustis	1,992,000
4	Bates Avenue CR 4-5771 (Widen to 24', Construct sidewalk on north side)	C-44	Estes Road CR 4-5876	Eustis	218,500
5	Woodlea Road (Widen to 24')	Penninsula Drive	SR-19	Tavares	300,000
6	E. Crooked Lake Drive CR 4-5069 (Widen to 24')	US-441	Country Club Drive CR 4-5268	Eustis/County	227,800
7	C-437 (South) (Widen to 30', Left turn lane at Adair, Right turn lane at SR-46)	Orange County	SR-46	Sorrento	480,000
8	C-44 (Widen to 30')	Hick's Ditch Road	SR-44	Eustis/County	250,000
9	C-44A (Widen to 30')	C-44	Estes Road CR 4-5876	Eustis/County	190,000
10	David Walker Drive CR 3-4756 (Widen to 30', Intersection Improvements)	Mt. Homer Road CR 3-4956	Kurt Street	Eustis/County	197,000
11	Old Mt. Dora Road CR 3/4-4865 (Widen to 24', Construct sidewalk)	US-441	Grove Street	Eustis/County	340,500
12	Old 441 (Widen to 30', Drainage improvements)	David Walker Drive	Eudora Road C-44C	Tavares/Mt. Dora/County	414,000
13***	North Buckhill Road CR 3-2739 (Pave)	C-455	East Revels Road CR 3-2837	Howey-in-the- Hills	175,700

Continued



BENEFIT DISTRICT 2 - Continued

PRIORITY NUMBER	ROAD NAME	FROM	TO	GENERAL AREA	ESTIMATED COST
	<u>PLANNING/ PRELIMINARY ENGINEERING</u>				
1	C-450 (Collins St.,)/SR-19 (Signalization)	Intersection		Umatilla	\$55,000
2 **	C-44 (P. D. & E.)	US-441	SR-44	Leesburg/ Eustis	200,000
3	C-44B (Updated P. D. & E.)	US-441	SR-44	Mt. Dora/ Eustis	60,000
4	Round Lake Road Extension (New Construction - 30' Road)	Wolfbranch Road CR 4-4583	SR-44	East Lake	738,000
	C-439 (Widen to 30')	SR-44	C-44A	East Lake	327,000
5	Tavares Western Connector (Phase I/New Construction - 24', Curb & Gutter, Sidewalk)	Woodlea Road	Dead River Road	Tavares	300,000
6	Orange Avenue (SR-44) (5 lane, curb & gutter, sidewalk, signalize-design only)	Haselton Street	C-439	Eustis/County	1,000,000
7	C-19A (5/3 Lane)	US-441	Old 441/C-44C	Mt. Dora/ County	3,000,000
8	Kurt Street (3 lane, curb & gutter, sidewalk)	US-441	Lakeview Avenue	Eustis	740,000
9**	US-441 (Participation with FDOT-construction of 6 laning with pedestrian facility- FDOT FM #2384121)	SR-19/Old 441	Lakes Boulevard	Tavares/ County	229,000
TOTAL BENEFIT DISTRICT 2					\$23,889,090

* Cost Split 50/50 with Benefit District 1

** Cost Split 50/50 with Benefit District 3

*** Cost Split 50/50 with Benefit District 4



BENEFIT DISTRICT 3

PRIORITY NUMBER		FROM	TO	GENERAL AREA	ESTIMATED COST
1**	C-470 & C-48 (Part) (P. D. & E.)	Turnpike	US-27	Okahumpka	\$69,713
2**	C-470 & C-48 (Part) (Design & ROW)	Turnpike	US-27	Okahumpka	253,500
3**	C-470 (Part) Phase II (Construct 4 lane road & Turnpike Overpass)	2,640 feet West of Turnpike	C-33	Okahumpka	1,562,500
4	C-44C/C-468 (Flashing Beacon, Turn Lanes and ROW)	Intersection		County	221,924
5	E. Main Street/Lake Street (Reconstruct & Signalize)	Intersection		Leesburg	150,000
6	North Thomas Road Extension (Construct 24' road with sidewalks and ROW)	Thomas Avenue CR 1-5108	C-25A	Leesburg/ Fruitland Park	452,500
	Thomas Avenue CR 1-5108 (Storm Water System Retrofit - Flooding Problems)	Tally Road CR 1-510	C-460	Leesburg	20,880
7	Marion County Road CR 5-8010 (Pave, Lake Griffin Road Intersection Improvement)	Gray's Airport Road CR 5-7310	Lake Griffin Road CR 5-7611	Lady Lake/ County	907,500
8	C-25 (Widen to 30', Deceleration lanes at Marion County Line Rd., & US-27/US-441 Intersections/signalize)	US-27/441	Marion County Lin	Lady Lake/ County	1,010,000
	C-25/Griffin Avenue CR 5-7807 (Extend turn lanes, prepare for signalization)	Intersection		Lady Lake	101,500
9	Oak Street (Extend and Pave)	Rolling Acres Road CR 5-6903	C-25	Lady Lake	250,000
10	Echo Road/US-441 (Align with C-449)	Intersection		Leesburg	192,100

Continued



BENEFIT DISTRICT 3 - Continued

PRIORITY NUMBER		FROM	TO	GENERAL AREA	ESTIMATED COST
11*	C-44 (P. D. & E.)	US-441	SR-44	Leesburg/ Eustis	\$200,000
12	US-27/441 & Lemon Street CR 5-7405 (Westbound right turn lane on Lemon Street)	Intersection		Lady Lake	60,000
	Lake Griffin Road CR 5-7611 (Widen to 24')	US-27/441	Gray's Airport Road CR 5-7310	Lady Lake	470,000
13	Edwards Road CR 5-7009 (Extend and Pave)	US-27/441	Gray's Airport Road CR 5-7310	Lady Lake/ County	117,300
14	Griffin View Drive CR 5-7212 (Widen to 24', Intersection Improvements)	US-27/441	Gray's Airport Road CR 5-7310	County	347,800
15	Gray's Airport Road CR 5-7310 (Widen to 24')	Griffin View Drive CR 5-7212	Lake Griffin Road CR 5-7611	County	325,000
16	C-44/Sleepy Hollow Road CR 1-4523 (Intersection Improvements)	Intersection		Leesburg	381,240
	Sleepy Hollow Road CR 1-4523 (Widen, Sidewalks)	Sunnyside Drive CR 1-4122	US-441	Leesburg	308,000
17	Radio Road CR 1/3-5433 (Widen to 30', Improve Treadway School Road Intersection)	Shademoor Drive CR 1-4834	Jackson Road CR 1-5432	County	360,000
18	Clay Avenue (Extend and Pave)	Oak Street	Fennell Boulevard	Lady Lake	940,000
19	Lake Ella Road CR 1/5-6604 Realignment (New Construction)	Rolling Acres Road CR 5-6903	US-27	County	510,000
20	Rolling Acres Road CR 5-6903 (Widen to 24')	Lake Ella Road CR 1/5-6604	C-466	Lady Lake	744,400
21	C-460 East-West Connector Phase II (Construct 24' lane road)	Thomas Avenue CR 1-5108	C-468	Leesburg/ County	400,000
22*	US-441 (Participation with FDOT-construction of 6 laning with pedestrian facility- FDOT FM #2384121)	SR-19/Old 441	Lakes Boulevard	Tavares/ County	229,000
23	US-441 (Participation with FDOT - construction of pedestrian facility)	Lakes Boulevard	SR-44	Leesburg/ County	630,000

Continued



BENEFIT DISTRICT 3 - Continued

PRIORITY NUMBER		FROM	TO	GENERAL AREA	ESTIMATED COST
24	C-468 (4 Lane)	SR-44	C-460	Fruitland Park/ Leesburg	\$1,850,000
25	C-466 (4 Lane, Paved Shoulders, Intersection Improvements)	Sumter County Line	US-27/441	Lady Lake	4,000,000
26	C-466A (Miller Street) (4 Lane, Paved Shoulders, Intersection Improvements)	Sumter County Line	US-27/441	Lady Lake	6,100,000
27	C-468 (4 Lane)	C-460	C-466A	Fruitland Park	3,340,500
TOTAL BENEFIT DISTRICT 3					\$26,505,357

* Cost Split 50/50 with Benefit District 2

** Cost Shared with Benefit District 4



BENEFIT DISTRICT 4

PRIORITY NUMBER	ROAD NAME	FROM	TO	GENERAL AREA	ESTIMATED COST
1****	C-470 & C-48 (Part) (P. D. & E.)	Turnpike	US-27	Okahumpka	\$109,038
2****	C-470 & C-48 (Part) (Design & ROW)	Turnpike	US-27	Okahumpka	396,500
3	C-48 (Part) Phase I (Construct 4 lane road)	C-33	1,320 feet East of US-27	Okahumpka	3,000,000
4****	C-470 (Part) Phase II (Construct 4 lane road & Turnpike Overpass)	2,640 feet West of Turnpike	C-33	Okahumpka	3,437,500
5	East Dewey Robbins Road CR 2/3-2729 (Phase II/Pave - 24')	South Dewey Robbins Road CR 2/3-2729	Citrus Valley Road CR 3-2729A	County	380,000
6	South Dewey Robbins Road CR 2/3-2729 (Phase III/Pave - 24')	East Dewey Robbins Road CR 2/3-2729	Turkey Lake Road CR 2/3-2924	County	481,000
7	Turkey Lake Road CR 2/3-2924 (Pave)	Dewey Robbins Road CR 2/3-2824	Number Two Road CR 2/3-3024	County	260,000
8	Dewey Robbins Road CR 2 & 2/3-2824 (Phase IV/Pave - 24', Turn Lanes)	US-27	Turkey Lake Road Road CR 2/3-2924		535,000
9	North Austin Merritt Road CR 2-2704 (Pave)	Austin Merritt Road CR 2-2607	C-48	County	350,000
10*	Bridges Road CR 2-2713 (Widen to 24', Resurface)	C-33	US-27	County	253,000
11	SR-19 & Central Avenue (Realign & Signalize)	Intersection		Howey-in-the- Hills	80,000
12**	C-561 (Widen to 30')	US-27	C-455	County	545,475
13***	North Buckhill Road CR 3-2739 (Pave)	C-455	East Revels Road CR 3-2837	Howey-in-the- Hills	175,700
TOTAL BENEFIT DISTRICT 4					\$10,003,213

* Cost Split 50/50 with Benefit District 6

** Cost Split 50/50 with Benefit District 5

*** Cost Split 50/50 with Benefit District 2

**** Cost Shared with Benefit District 3



BENEFIT DISTRICT 5

PRIORITY NUMBER	ROAD NAME	FROM	TO	GENERAL AREA	ESTIMATED COST
1	Hook Street CR 2-1346 (4 Lane, curb & gutter, drainage and bike lanes)	US-27	750' East of Grand Highway Road	Clermont	\$3,800,000
	Grand Highway Road (3 Lane, curb & gutter, drainage & bike lanes)	Hook Street	SR-50		
	Hook Street Extension (New Construction, 4 Lane, curb and gutter, drainage and bike lanes)	750' East of Grand Highway Road	South Hancock Road CR 2-1254		
	Citrus Tower Boulevard (New Construction, 4 Lane, curb and gutter, drainage and bike lanes and signal improvement)	Hook Street Extension	SR-50		
2	South Clermont Connector (New Construction, 4 Lane, curb and gutter, intersection improvements at Lakeshore Drive)	Lake Susan Lodge Bridge	US-27	County	3,400,000
3	Hartwood Marsh Road (PD&E & Design for 4 lane road)	US-27	Orange County Line	County	750,000
4	State Road 50 (Widen to 6 Lanes/Advance Funding to FDOT for Design)	US-27	Orange County Line	Clermont	1,400,000
5	Hancock Road Extension North (New Construction - 24' road)	Skytop Subdivision Ent. South Avenue	C-50 North Hancock Road Extension	Clermont/ County	1,100,000
	Phase II South Avenue Extension (New Construction)			Minneola	300,000
6	Old Highway 50/Mohawk Road CR 2-1548 (Left Turn Lanes)	Intersection		Minneola	100,000
7	Hartwood Marsh Road (Right-of-Way Acquisition for 4-lane road)	US-27	Orange County Line	County	2,040,450

Continued



BENEFIT DISTRICT 5 - Continued

PRIORITY NUMBER	ROAD NAME	FROM	TO	GENERAL AREA	ESTIMATED COST
8	Lakeshore Drive CR 2-1040 (Lakeshore Drive/C-561 intersection improvements, widen to 30', landscaped medians and improve drainage)	C-561	Lake Susan Lodge Bridge	County	\$1,000,000
9	C-455 (Realignment and Widening, Realign C-455 at SR-50)	C-50	SR-50	Clermont	Pending
10	Fosgate Road CR 2-1860/ Blackstill Lake Road CR 2-1757 (Widen to 30')	Turnpike	C-455	Montverde	754,000
11	North Ridge Boulevard Extension (New Construction - Phase II)	North Ridge Boulevard Extension	N. Hancock Road CR 2-1354	Clermont	447,200
12	Oakley Seaver Road (New Construction)	Citrus Tower Boulevard	N. Hancock Road CR 2-1354	Clermont	1,430,000
13	Citrus Tower Boulevard (New Construction - 4 Lane)	US-27	Hook Street	Clermont	2,510,000
14*	C-561 (Widen to 30')	US-27	C-48	County	1,370,000
15	Hartwood Marsh Road (4 Lane)	US-27	Orange County Lin	County	6,801,500
16	Reverse Frontage Road (New Construction - Cost Share to be determined)	Citrus Tower Blvd. CR 2-1350	North Hancock Road CR 2-1354	Clermont	1,200,000
17	Shell Pond Road CR 2-0558 (Pave)	US-27	Orange County Lin	County	680,000
	C-455 Extension (Hartle Road) (New Construction 2 lane/ ROW for 4 lane)	Hartwood Marsh Road	SR-50	County	4,047,948
18	C-455 (4 lane/ROW)	SR-50	Turnpike	County	3,118,848

Continued



BENEFIT DISTRICT 5 - Continued

PRIORITY NUMBER	ROAD NAME	FROM	TO	GENERAL AREA	ESTIMATED COST
19	C-455 Extension (Hartle Road) (New Construction 2 lane/ ROW for 4 lane)	Five Mile Road CR2-0660	Hartwood Marsh Road	County	\$4,018,604
20	South Hancock Road Extension (New Construction 2 lane/ROW)	Five Mile Road CR2-0660	Hartwood Marsh Road CR2-0854	County	2,067,418
21	Minneola - Montverde Collector (New Construction 30')	US-27	Turkey Farms Road CR 2-1750	Minneola	1,333,333
	(New Construction 30', Turnpike Bridge)	Turkey Farms Road CR 2-1750	Blackstill Lake Road CR 2-1850	County	4,970,000
22	North Connector (New Construction 30')	C-50	Minneola - Montverde Collector	County	667,000
TOTAL BENEFIT DISTRICT 5					\$49,306,301

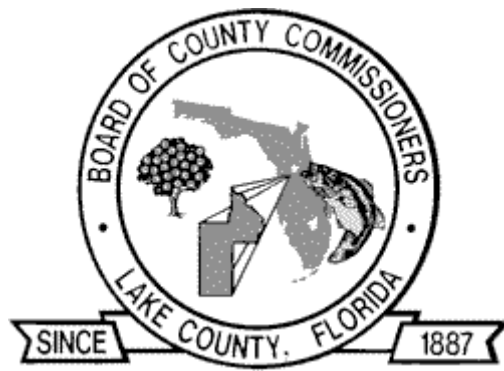
* Cost Split 50/50 with Benefit District 4



BENEFIT DISTRICT 6

PRIORITY NUMBER	ROAD NAME	FROM	TO	GENERAL AREA	ESTIMATED COST
1	Max Hooks Road CR 2-1429 (Widen to 24', Resurface)	SR-50	C-565A	County	\$151,200
2*	Bridges Road CR 2-2713 (Widen to 24', Resurface)	C-33	US-27	County	253,000
3	Lake Emma Road CR 2-2119 (Part) (Phase II - Widen to 24', Resurface)	1,250' East of Villa City Road C-56	4,000' West of SR-19	Villa City	360,000
4	Mascotte-Empire Road CR 2-1310 (Widen to 24')	Mt. Pleasant Road CR 2-1412	SR-50	County/ Mascotte	267,000
5	Honeycut Road CR 2-2304 (Pave)	Tuscanooga Road CR 2-2005	Youth Camp Road CR 2-2403	County	511,000
6	Anderson Avenue (Widen & Resurface)	SR-50	Albrook Street	Mascotte	110,000
7	C-565A (Widen to 30')	SR-50	C-561A	County/ Groveland	490,000
TOTAL BENEFIT DISTRICT 6					\$2,142,200

* Cost Split 50/50 with Benefit District 4



Preserving the Past...

Envisioning the Future



Appendix and Index

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RESOLUTION NO. 2001 - 185

A RESOLUTION OF THE BOARD OF COUNTY COMMISSIONERS OF LAKE COUNTY, FLORIDA, ADOPTING A FINAL BUDGET FOR LAKE COUNTY FOR FISCAL YEAR 2001-2002, PURSUANT TO THE PROVISIONS OF CHAPTER 200, FLORIDA STATUTES; AND PROVIDING FOR AN EFFECTIVE DATE.

WHEREAS, Chapter 200, Florida Statutes, Section 200.065, provides the method for adopting annual budgets by the taxing authorities in Lake County, Florida; and

WHEREAS, pursuant to Chapter 124, Florida Statutes, the Board of County Commissioners is the governing body of Lake County, Florida; and

WHEREAS, pursuant to Chapter 200, Florida Statutes, Section 200.065(2)(a)(1) and (2), the Board of County Commissioners of Lake County, Florida, prepared and submitted a tentative budget in accordance with Chapter 129, Florida Statutes, Section 129.03, and computed a proposed millage rate necessary to fund said tentative budget for Lake County; and

WHEREAS, pursuant to Chapter 200, Florida Statutes, Section 200.065(2)(c), on September 4, 2001, the Board of County Commissioners of Lake County, Florida, held a public hearing on the tentative budget and proposed millage rate for Lake County, and at said public hearing the Board of County Commissioners of Lake County, Florida, amended the tentative budget as it saw fit, adopted the amended tentative budget, and publicly announced the proposed millage rate; and

WHEREAS, Chapter 200, Florida Statutes, Section 200.065(2)(d), requires that within fifteen (15) days of the meeting adopting the tentative budget and proposed millage rate, the Board of County Commissioners shall advertise its intent to adopt a final millage rate and final budget for Lake County; and

WHEREAS, on September 15, 2001, the Board of County Commissioners caused such advertisement to be made in The Lake Sentinel, a newspaper of general circulation in Lake County, Florida; and

RESOLUTION ADOPTING A FINAL BUDGET FOR LAKE COUNTY FOR FISCAL YEAR 2001-2002.

WHEREAS, the Board of County Commissioners of Lake County, Florida, met on September 18, 2001, at 5:05 P.M. at a public hearing held as specified in the advertisement and in accordance with applicable law;

NOW THEREFORE BE IT RESOLVED by the Board of County Commissioners of Lake County, Florida:

Section 1. That the Board of County Commissioners of Lake County, Florida, hereby adopts a Final Budget in the amount of \$269,004,663 for the Fiscal Year 2001-2002, a copy of which is attached hereto and incorporated herein as Exhibit "A".

Section 2. This Resolution shall take effect upon adoption.

PASSED AND ADOPTED this 18th day of September, 2001.

BOARD OF COUNTY COMMISSIONERS
LAKE COUNTY, FLORIDA



Catherine C. Hanson, Chairman

ATTEST:



James C. Watkins, Clerk of the
Board of County Commissioners
of Lake County, Florida

This 18th day of September, 2001.

Approved as to form and legality:



for Sanford A. Minkoff
County Attorney



Fiscal Year 2002

Budget Summary - All Funds

Fund #	Fund Description	2002 Estimated Revenue	2002 Estimated Appropriations
001	General	\$ 89,203,593	\$ 89,203,593
112	County Transportation Trust	13,917,979	13,917,979
114	Christopher C. Ford Central Park	2,851,018	2,851,018
115	Road Impact Fees	32,514,768	32,514,768
116	Mosquito Management	730,056	730,056
117	Law Library	167,772	167,772
118	Aquatic Plant Management	270,889	270,889
119	Fish Conservation	135,804	135,804
120	Community Development Fund	1,180,475	1,180,475
121	Public Transportation Fund	1,351,619	1,351,619
122	Lake County Ambulance	6,506,152	6,506,152
123	Stormwater Management Fund	2,688,588	2,688,588
124	Emergency 911	1,663,093	1,663,093
125	Resort/Development Tax	1,443,523	1,443,523
126	Lake County Affordable Housing	3,272,813	3,272,813
127	Section 8 Housing	1,753,840	1,753,840
129	Greater Hills MSBU	221,892	221,892
133	Law Enforcement Trust	2,500	2,500
136	Criminal Justice Trust	182,000	182,000
137	Greater Groves MSBU	205,788	205,788
141	County Sales Tax Revenue	11,537,331	11,537,331
143	Village Green Street Lighting	12,414	12,414
145	Greater Pines Municipal Services	129,497	129,497
146	Picciola Island Street Lighting	3,210	3,210
147	Valencia Terrace Street Lighting	2,975	2,975
150	Lake County Pollution Recovery	26,431	26,431
151	Code Enforcement Liens	68,975	68,975
152	Building Services	4,363,423	4,363,423
168	County Fire and Rescue	14,405,669	14,405,669
169	Fire Services Impact Fee Trust	1,724,766	1,724,766
241	Sales Tax Bond Debt Service	7,824,327	7,824,327
251	Certificates of Indebtedness	4,263,821	4,263,821
301	Sales Tax Capital Projects	19,168,777	19,168,777
302	Parks Capital Projects	660,517	660,517
420	Landfill Enterprise	21,285,655	21,285,655
421	Solid Waste Capital Projects	2,494,155	2,494,155
422	Solid Waste Closures & Care	3,795,373	3,795,373
423	Solid Waste Long-Term Projects	2,212,271	2,212,271
520	Self Insurance - Comprehensive	3,075,970	3,075,970
530	Self Insurance - Employee	6,043,230	6,043,230
540	Fleet Maintenance	1,614,070	1,614,070
610	Animal Shelter Trust	67,545	67,545
630	Employee Benefits	6,179	6,179
690	County Library System	3,953,920	3,953,920
TOTAL BUDGET		\$ 269,004,663	\$ 269,004,663

Exhibit A



ACD – Automatic Call Distributor

ADA – American Disabilities Act

ADOPTED BUDGET - The financial plan of revenues and expenditures for a fiscal year as approved by the Lake County Board of County Commissioners.

AD VALOREM TAX - A tax levied on the assessed value (net of any exemptions) of real or personal property. This is commonly referred to as “property tax.”

AGENCY - A principal unit of the county government or a governmental unit outside county government receiving county funding.

AGGREGATE MILLAGE RATE - The sum of all property tax levies imposed by the governing body of a county. State law limits the aggregate rate for a county or a municipality to \$10 per \$1,000 of assessed taxable value.

ALI SYSTEM – (Automatic Location Identification System) The database used with the Emergency 911 that is capable of locating customers upon their access of the Lake County E-911 system.

AMENDMENT - A change to an adopted budget that has been approved by the Lake County Board of County Commissioners which may increase or decrease a fund total.

APPROPRIATION - A legal authorization granted by a legislative body to make expenditures and to incur obligations for specific purposes. An appropriation is usually limited in amount and as to the time when it may be expended.

ARTICLE V COSTS – Expenditures mandated by State Legislature and funded by local dollars. Examples include: support for the Public Defender, State Attorney, Conflict Attorney and other court costs related to civil and criminal disputes.

ASSESSED VALUATION - A value established by the County Property Appraiser for all real or personal property for use as a basis for levying property taxes.

BASIS OF BUDGETING – Refers to the conventions for recognition of costs and revenues in budget development and in establishing and reporting appropriations, which are the legal authority to spend or to collect revenues.

BCC – (Board of County Commissioners) Lake County is governed by a five-member board. The five members are elected countywide, but each represents one district of the county.

BOND - A written promise to pay a sum of money on a specific date at a specified interest rate as detailed in a bond ordinance.

BUDGET - A financial plan for the operation of a program or organization for a specified period of time (fiscal year) that matches anticipated revenues with proposed expenditures.

BUDGET ADJUSTMENT - A revision to the adopted budget occurring during the affected fiscal year as approved by the Lake County Board of County Commissioners by an amendment or a transfer.

BUDGET CALENDAR - The schedule of key dates involved in the process of adopting and executing an adopted budget.

BUDGET DOCUMENT - The official written statement of the annual fiscal year financial plan for the County as presented by the County Manager.

BUDGET HEARING - The public hearing conducted by the Lake County Board of County Commissioners to consider and adopt the annual budget.

BUDGET MESSAGE - A written statement presented by the County Manager to explain principal budget issues and to provide recommendations to the Lake County Board of County Commissioners.

BUDGET PREPARATION MANUAL - The set of instructions and forms sent by the Budget Office to the departments, offices, and agencies of the County to assist them in preparing their operating budget requests for the upcoming years.

CAPITAL OUTLAY – Purchases of fixed assets that have a value of \$750 or more, and a useful life of more than one year.



CCC – Citizens’ Commission for Children

CDBG – Community Development Block Grant

CESQG – Conditionally Exempt Small Quantity Generators

CIP – (Capital Improvement Program) A five-year plan developed to meet the future needs of Lake County, such as road construction and long-range capital projects.

CO’s – (Certificate of Occupancy) The approval for a structure to be occupied after complying with all the state and local building and fire codes.

CONTINGENCY FUNDS– Monies set aside, consistent with statutory authority, which subsequently can be appropriated to meet unexpected needs.

CPI – (Consumer Price Index) The measure of average change in prices over time in a fixed market basket of goods and services.

D.A.R.E. – (Drug Awareness Resistance Education) A drug prevention program directed at school age persons.

DCA – Florida Department of Community Affairs

DEFICIT - The excess of expenditures over revenues.

DEPARTMENT - An organizational unit of the County responsible for carrying out a major governmental function.

DEPRECIATION - The periodic expiration of an asset’s useful life. Depreciation is a requirement in proprietary type funds (such as enterprise and internal service funds).

DIVISION - A basic organizational unit of the County that is functionally unique in its service delivery.

DRS – (Development Review Staff) Staff who conducts presubmittal reviews and Subdivision/ Planned Unit Development reviews.

DVA – (Department of Veterans Affairs) The Department of Veterans Affairs assist war veterans and their families with benefits which includes monetary and health benefits.

EAR – (Evaluation and Appraisal Report) A plan document for Lake County’s long-range growth based on adopted Land Development Regulations (LDR).

EDC – (Economic Development Council) The Economic Development Council provides incentives for companies to relocate to Lake County creating more and better jobs and enhancing and diversifying the tax base.

EFFECTIVENESS - Results (including quality) of the program.

EFFICIENCY - Cost (whether in dollars or employee hours) per unit of output.

EMS – (Emergency Medical Services) EMS is responsible for the health, welfare and safety of the citizens of and visitors to Lake County from the effects of natural, technological and manmade disasters.

ENCUMBRANCE - The commitment and setting aside, but not yet expending, of appropriated funds to purchase an item or service.

ENTERPRISE FUND - A fund in which the services provided are financed and operating similarly to those of a private business enterprise, i.e., through user fees.

EOC – (Emergency Operations Center) A central location utilizing personnel for initial activation and assistance to citizens before, during and after disasters.

EXEMPT, EXEMPTION, NON-EXEMPT - Amounts determined by State law to be deducted from the assessed value of property for tax purposes. Tax rates are applied to the balance, which is called the non-exempt portion of the assessment. A 1980 amendment to the Florida Constitution sets the exemptions for homesteads at \$25,000.

EXPENDITURE - Decreases in fund financial resources, through actual payments or transfers for the procurement of assets or the cost of goods and/or services received.



FEES – A charge by government associated with providing a service, permitting an activity, or imposing a fine or penalty. Major types of fees include user charges, building permits, etc.

FINAL MILLAGE - The tax rate adopted in the final public budget hearing of a taxing authority.

FISCAL POLICY - The County government's policies with respect to taxes, spending and debt management as these relate to government services, programs and capital investment. Fiscal policy provides an agreed-upon set of principles for the planning and programming or government budgets and their funding.

FISCAL YEAR - A 12-month period to which the annual operating budget applies and at the end of which a government determines its financial position and the results of its operations. The fiscal year for Lake County is October 1 through September 30.

FIXED ASSETS - Assets of a long-term character that are intended to continue to be held or used, such as land, buildings, improvements other than buildings, machinery and equipment.

FOCUS AREAS – Key policy issues that will provide the direction and framework of the budget.

FRINGE BENEFITS - These employee benefits include social security, retirement, group health, dental and life insurance.

FUNCTION - A major class of grouping of tasks directed toward a common goal, such as executive, financial and administrative, other general government, and judicial. For the purposes utilized in budgetary analysis, the categories of functions have been established by the State of Florida, and financial reports must be grouped according to those established functions.

FUND - A fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources, together with all related liabilities and residual equities or balances, and changes therein. Funds are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations.

FUND BALANCE - The excess of fund assets over liabilities in governmental funds. The unreserved and undesignated fund balance is available for appropriation in the following year's budget.

GAAP - (Generally Accepted Accounting Principles) Accounting rules and procedures established by authoritative bodies or conventions that have evolved through custom and common usage.

GASB – (Governmental Accounting Standards Board) It is the highest source of accounting and financial reporting guidance for state and local governments.

GDP – Gross Domestic Product

GENERAL FUND – The governmental accounting fund supported by ad valorem (property) taxes, licenses and permits, service charges and other general revenues to provide countywide operating services.

GFOA – (Government Financial Officers' Association) The professional association of state and local finance officers in the United States who are dedicated to the sound management of government financial resources. The association sets program standards for the GFOA's Certificate of Achievement for Excellence in Financial Reporting.

GIS – Geographic Information Services

GOAL – The long-term financial and programmatic public policy outcomes or results that the County expects from the efforts of the Departments.

GPR – (Ground Penetrating Radar) A tool that locates the position of underground objects.

GPS – (Global Positioning Satellite) A system of satellites and receiving devices used to compute and store positions on the Earth.

GRANT - A contribution of assets (usually cash) by one governmental unit or other organization to another made for a specific purpose.

HOMESTEAD EXEMPTION - Refer to definition for Exempt, Exemption, Non-Exempt.



HUD – Housing and Urban Development

IMPACT FEES - Fees charged to developers and individuals to cover, in whole or part, the anticipated cost of improvements that will be necessary as a result of the development.

INDIRECT COSTS - Costs associated with, but not directly attributable to, the providing of a product or service. These are usually costs incurred by service departments in the support of operating departments.

INTERFUND TRANSFERS - Budgeted amounts transferred from one governmental accounting fund to another for work or services provided. Because these transfers represent duplicate expenditures, these amounts are deducted from the total County operating budget to calculate the “net” budget.

INTERGOVERNMENTAL REVENUE - Revenue received from another government unit for a specific purpose.

IT – Information Technology

JGI – (Jobs Growth Investment Trust Fund) Funds available to help businesses defray upfront costs, such as permit, development review, and impact fees.

KEY ACTION STEPS – The strategies or methods that County departments, programs or teams will use to accomplish some aspect of a particular goal.

LAKE COUNTY BOARD OF COUNTY COMMISSIONERS – The governing body of Lake County, composed of five persons elected countywide to represent designated districts.

LCLS – Lake County Library System

LDR – (Land Development Regulations) Adopted regulations to implement measures to improve the development review process and to implement the goals and objectives of the Comprehensive Plan.

LEACHATE – The result of rainwater soaking through the solid waste and the liquids produced by the decomposition of waste materials.

LEVEL OF SERVICE - The existing or current services, programs, and facilities provided by government for its citizens. Level of service is dependent upon needs, alternatives, and available resources.

LEVY - To impose taxes, special assessments, or service charges. Or, another term used for millage rate.

LINE-ITEM BUDGET - A budget that lists each account category separately along with the dollar amount budgeted for each account.

LONG-TERM DEBT - Debt with a maturity of more than one year after the date of issuance.

LUPA - (Land Use Plan Amendment) A change to the adopted Land Use Plan done on a bi-annual cycle.

MANDATE - Any responsibility, action, or procedure that is imposed by one sphere of government on another through constitutional, legislative, administrative, executive, or judicial action as a direct order, or that is required as a condition of aid.

MILL, MILLAGE - 1/1000 of one dollar; used in computing property taxes by multiplying the rate times assessed taxable value of property divided by 1,000. Example: Millage rate of \$5.117 per thousand; taxable value of \$100,000 = 100 X \$5.117, or \$511.70 in property taxes.

MIS – (Management Information Services) A division which manages computer networks, workstations and information resources.

MISSION STATEMENT – A broad statement of purpose that is derived from organizational and/or community values and goals.

MODIFIED ACCRUAL BASIS OF ACCOUNTING - A basis of accounting for governmental funds in which revenues are recognized when they become measurable and available as net current assets, and expenditures are recognized when the related fund liability is incurred.



MSBU – (Municipal Service Benefits Units) A specific area of the unincorporated County where a district is created by the Board of County Commissioners to assess costs (non-ad valorem taxes) to provide municipal-type services.

MSTU – (Municipal Service Taxing Unit) A specific area of the unincorporated County where a district is created by the Board of County Commissioners to levy a special millage (ad valorem tax) to provide municipal-type services.

MSW – (Municipal Solid Waste) Solid waste collected from the County drop-off facilities.

NI – Neighborhood Innovation Team

NON-OPERATING EXPENDITURES - Expenditures of a type that do not represent direct operating costs to the fund; includes transfers out, transfers to Constitutional Offices, and reserves for contingency.

NON-OPERATING REVENUES - Financial support for funds that are classified separately from revenues; includes transfers in and internal service fund receipts.

NRCS – (National Resource Conservation Service) A national organization that develops agricultural conservation plans.

OBJECT CODE - An account to which an expense or expenditure is recorded in order to accumulate and categorize the various types of payments that are made by governments. Object codes are defined in the State of Florida Uniform Accounting System.

OBJECTIVE – Specific, measurable statements that support a particular goal, reflecting the amount of change expected as a result of the Key Action Steps and other program strategies.

OPERATING BUDGET - A comprehensive plan, expressed in financial terms, by which an operating program is funded for a single fiscal year. It includes estimates of a.) the services, activities and subactivities comprising the County's operation; b.) the resultant expenditure requirements; and c.) the resources available for the support.

OPERATING TRANSFERS - Legally authorized transfers from a fund receiving revenue to the fund through which the resources are to be expended.

P2 – Pollution Prevention

PERSONAL PROPERTY - Livestock, commercial equipment and furnishings, attachments to mobile homes, railroad cars and similar possessions that are taxable under state law.

POOL - (Purchasing Officials of Lake) Joint bidding with purchasing officials of Lake County to save monies for such items as gasoline and diesel fuel and auctioning services.

POS – Point of Service Surveys

PROGRAM - A single project or activity or a group of projects or activities related to a single purpose which are to be carried out in a specified timeframe.

PROPERTY APPRAISER - The elected County official responsible for setting property valuations for tax purposes and for preparing the annual tax roll.

PROPERTY TAX - See ad valorem tax.

PROPOSED BUDGET - The recommended County budget submitted by the County Manager to the Board of County Commissioners for adoption.

PROPOSED MILLAGE - The tax rate certified to a property appraiser by each taxing authority within a county. The proposed millage is to be sent to the County Property Appraiser within thirty days after a county's tax roll is certified by the State Department of Revenue and listed on notices sent to property owners. No taxing authority may approve a tax rate that is larger than the one it originally proposed.

PSAP – Public Safety Answering Points

PTI – (Pre-Trial Intervention) A service provided, by the Probation Services division, to clients identified by the Court as an alternative to regular judicial proceedings.



QA – (Quality Assurance) A method to insure those quality standards for the county are met. To insure that data created meets the accuracy standards for the task.

REAL PROPERTY - Land and buildings and/or other structures attached to it that are taxable under state law.

REBUDGET – A process the County uses to reserve a portion of fund balance to honor purchase orders and contracts that are still in process when appropriations lapse at year-end.

RESERVE - An account used to indicate that a portion of a fund's balance is legally restricted for a specific purpose and is, therefore, not available for general appropriation

RESERVE FOR CONTINGENCIES - An amount set aside, consistent with statutory authority, that can subsequently be appropriated to meet unexpected needs.

REVENUE - Funds that a government receives as income. These receipts may include tax payments, interest earnings, service charges, grants, and intergovernmental payments.

ROLLED-BACK RATE - That millage rate which, when multiplied times the tax roll, exclusive of new construction added to the tax roll, would yield the same amount of revenue for the taxing authority as was yielded by the millage rate levied in the previous year. In normal circumstances, as the tax roll rises by the virtue of increases in assessments, the rolled-back rate would be slightly lower than the previous year's millage levy. This reduced rate multiplied by the value of the new construction and/or annexations added to the tax roll during the year provides the only source of additional tax revenue if the rolled-back rate is levied.

SBA – (Florida State Board of Administration) This is the State oversight group administering the pooled cash investments.

SERT – (Special Emergency Response Team) A group of specialty trained personal for emergency response.

SHIP – (State Housing Initiatives Partnership) A state-funded program that enables the counties to provide rental assistance, home purchase assistance, and home repair assistance to low-income citizens.

SPECIAL ASSESSMENT - A compulsory levy imposed on certain properties to defray part or all of the cost of a specific improvement or service deemed to primarily benefit those properties.

SPECIAL REVENUE BONDS - Bonds that are not considered general obligations of the government, but are to be repaid through specific government resources.

SPECIAL REVENUE FUND - A governmental accounting fund used to account for the proceeds of specific revenue sources that are legally restricted to expenditures for specified purposes.

TAX BASE - The total property valuations on which each taxing authority levies its tax rates.

TAX ROLL - The Certification of assessed and taxable values prepared by the Property Appraiser and presented to the taxing authority by July 1 (or later if an extension is granted by the State of Florida) each year.

TAX YEAR - The calendar year in which ad valorem property taxes are levied to finance the ensuing fiscal year budget. For example, the tax roll for the 1995 calendar year would be used to compute the ad valorem taxes levied for the Fiscal Year 1996 budget.

TDC – (Tourist Development Council) The Tourist Development Council establishes projects, with BCC approval, to promote tourism in Lake County.

TENTATIVE BUDGET - At its first of two public hearings in September, the Board of County Commissioners sets a tentative millage rate and adopts a tentative budget based on the taxable value of property within the County, as certified by the Property Appraiser, for the new fiscal year beginning October 1 and ending September 30. At the second public hearing, the Board adopts a final budget and millage rate.



TENTATIVE MILLAGE - The tax rate adopted in the first budget hearing of a taxing agency. Under state law, the agency may reduce, but not increase, the tentative millage during the final budget hearing.

TRIM – (Truth in Millage Law) – see Truth in Millage.

TRUTH-IN-MILLAGE LAW - Also called the TRIM bill. A 1980 law enacted by the Florida legislature that changed the budget process for local taxing agencies. It was designed to keep the public informed about the taxing intentions of the various taxing authorities.

UNENCUMBERED BALANCE - The amount of an appropriation that is neither expended nor encumbered.

UNIFORM ACCOUNTING SYSTEM - The chart of accounts prescribed by the Office of the State Comptroller that is designed to standardize financial information to facilitate comparison and evaluation of reports.

USER FEES - The fees charged for direct receipt of public services.

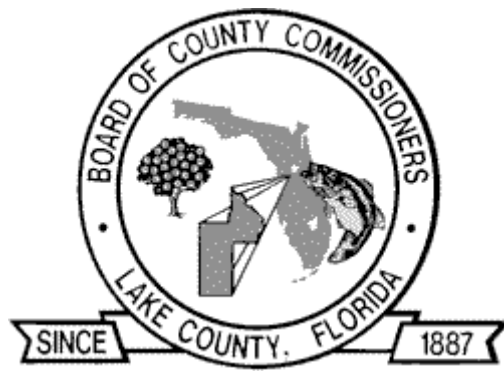
VMT – Vehicle Miles of Travel

VOTED MILLAGE – Property tax levies authorized by voters within a taxing authority. Bond issues, called general obligation bonds, that are backed by property taxes are a common form of voted millage in the State of Florida.

WAV – Watershed Action Volunteer Program

WTE – Ogden Martin Waste-To-Energy Facility where solid waste is delivered and disposed by use of the incinerator.

WORKLOAD - The amount of units produced or services provided for a specific program.





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